

# RECRUITER

United States Army Recruiting Command

November 2003

# Journal



**U.S. ARMY**

# DEP

## Delayed Entry Program

page 10

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November 2003, Volume 55, Issue 11

# Journal

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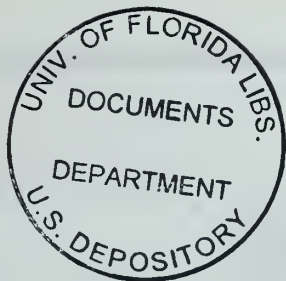
Recruiters in the Oklahoma City Recruiting Battalion have found simple methods to keep the young recruits committed when doubts arise.

12 **MISSION ACCOMPLISHED** 4<sup>th</sup> Year In a Row

2003  
2002  
2001  
2000

The U.S. Army achieved mission success for a fourth straight year. USAREC accessed 74,132 soldiers against a Regular Army mission of 73,800, equaling 100.4 percent of the mission.





FLARE

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### 16 Games Leaders Play — Examining business practices through a simulated model

During three days in September, brigade and battalion leadership, along with USAREC staff, played a computer simulated exercise by using the latest in computer simulated business models.

### 18 Schumacher Wows Army-Friendly Crowd

Target-aged leads from high schools in northern California were invited to Infineon Raceway to listen to Tony Schumacher. He discussed how his team of mechanics parallels the way the Army trains all their soldiers. Soldiers, DEP members, and civilians were impressed as they watched the Army of One team tear down and totally rebuild the engine in less than 75 minutes.

Sgt. 1st Class Clay Boyles, Clarksburg Recruiting Station (West Va.), talks with Bridgeport High School seniors, Katie Palmer (left), pharmacist MOS, and Sarah Palmer (right), radiologist MOS. Photo by Karen Brockunier, Pittsburgh Battalion



## The After Action Review: Taking a Moment to Reflect

**P**rospect, Prospect, Prospect! It seems that in the world of Recruiting, which demands that we do those three things continuously if we are to be successful, we never have time to reflect. It seems no matter how successful we are as stations, companies or battalions, the time to take a short reflective break from the demands of prospecting is never there! How can one build upon or improve on the “sustains” or correctly identify the “improves” without a bit of reflection? The answer is simple. We don’t.

USAREC Regulation 350-7, paragraph 2-6, mandates that we conduct continual AARs in order to assess not only mission success or failure, but critical training needs. At no time is such an assessment more critical than at the close of a highly successful year of recruiting, during which we achieved record numbers of mission box companies and battalions — even brigades! Such success must not lull us into a false sense of security or overconfidence, nor cause us to forget the necessity of AAR and reflection.

If we reflect on the many “sustains” of Fiscal Year ’03 mission execution, we will see several common themes. Among those themes will be the highest number of contracts from priority one (ADHQ) leads in the command’s history. While the conversion rate from lead to contract could be better, we systematically worked through those leads to reach new heights of productivity. That’s a HOOAH! Further, it proves we are good stewards on behalf of the taxpayer.

Across stations, companies and battalions, we will also see record levels of achievement in the number of enlistments with college credit. Most importantly, we will not be able to ignore the tactics, techniques, and procedures (TTPs) that brought about that success. Primary among those TTPs is missioning commanders at all levels for higher levels of college production and holding leaders accountable. We know the substantial



*Maj. Gen. Michael D. Rochelle*

increase over the past two years is neither coincidental nor imaginary, since the number of true high grads is up nearly 40 percent and the number with some college is up more than 60 percent! Worthy of further note on college market expansion is the success of P-4 (Internet prospecting in this market). Commandwide, P-4 prospecting, especially before and during the holiday academic break, has proven itself a success. As a lead source for college contracts, this TTP accounts for a substantial portion of the increase in college enlistments.

Another “sustain” would have to be our success in non-prior service Special Forces recruiting. Unquestionably vital to long term success in the War on Terrorism, our non-prior service Special Forces recruiting efforts are an essential ingredient. While the in-service mission will remain the cornerstone, over the past two years we have proven the viability of “off the street” SF recruiting. The key to our success has not been the ability to overproduce against the mission. Instead, it has been the high quality we have sought for this vital special mission. FY 04 brings a formidable challenge in the non-prior service Special Forces mission set. However, I am confident that we will again overachieve, while raising still higher the quality content of the SF recruit. Focused and effective AAR (reflection) will assure it.

In closing, while it seems we can never afford to stop the prospecting train long enough to reflect on the principles underlying our successes or our failures, it is imperative that we do so. While our doctrine tells us that the conduct of after-action reviews is an ongoing process, within USAREC there is no better time for wide ranging reflection (AAR) and development of supporting training strategies than during the upcoming annual training conferences. As professionals, we must do both. I challenge all USAREC leaders to more fully incorporate this vital tool throughout FY 04, as well as during the upcoming training conferences.

*Mission First; People Always!*



## Situational Awareness and Problem Solving — Vital Key to FY 04 Success

**H**appy New Recruiting Year! Outstanding performance for FY 03 by every measure. Congratulations and thanks to every member of this great command — Soldiers, leaders, civilians, contractors and family members — for your contributions. Not only did your efforts solidify USAREC gross contract and accession mission success, but you also ensured the Congressional-mandated Army end strength was met as well. As we forge our way to success in FY 04, we must constantly remind ourselves that we cannot fail. The Army and the nation are counting on us to “Provide the Strength” as we continue to prosecute the War on Terrorism.

As I recount events and occurrences of FY 03 from an AAR framework, I conclude that we did lots of good things for our Army and certainly there were some things that could have been executed better. Among the successes, the command exceeded all quality-mark requirements and filled training base seats by MOS to 99.9 percent precision. Phenomenal achievements! As well, we exceeded the 18X mission and improved our college and ethnic markets penetration. I am particularly proud of the “one team, one mission, one fight” mindset fostered under the station mission concept that engendered increased cross contribution of component contracts to new heights.

Notwithstanding success, learning and growing organizations continuously assess shortcomings and deficiencies to improve organizational effectiveness. Having said that, DEP retention, leads management, safety considerations, and misconduct/recruiter impropriety reduction are areas needing improvement across the command. While there are many areas that require attention, effective execution of basic recruiting management fundamentals and leadership are key areas to refocus effort to sustain success in a changing market environment.

Soldiers, civilians, and leaders alike are confronted daily with varying leadership situations and dilemmas that require a systematic approach to situational awareness, problem solving, and decision making. When a Soldier is not performing to standards or not meeting mission requirements, typically the assessment and solution is to default to the proverbial “provide more training” approach. Experience has proven that more than 75 percent of substandard performance and behavior are not training related but fall into areas such as personal or attitudinal



*Command Sgt. Maj. Harold Blount*

problems. A majority of the training-related problems I've encountered stems from straying too far away from the fundamentals of recruiting and recruiting management and not one of requiring advanced knowledge and skills. Through it all, the common thread in these leadership failures is lack of situational awareness — not understanding the real problem or issue at hand.

Gaining and exploiting situational awareness are critical elements of leadership. Situational awareness requires critical and ethical reasoning and creative thinking, as well as knowing yourself, human nature, the mission, and the environment — not to mention understanding systems, processes, plans, and concepts. Critical reasoning helps you think through problems. It's key to understanding situations, finding causes, arriving at justifiable conclusions, making good judgements, and learning from experience — in short, solving problems. Knee-jerk reactions and premature decisions with little or no investigation to assess the real nature of problems typically leads to unintended consequences and create the “Band-Aid affect” approach to solving problems and decision making.

The process of problem solving and decision making, as well as the ethical reasoning process is laid out in convincing fashion in Chapters 4 and 5 of FM 22-100. Both processes requires one to first define the problem (situation awareness), know relevant rules and identify facts and assumptions, develop and evaluate courses of action, choose best course of action that support Army values, make and execute plan and assess result.

Clearly, these processes are logical and simplistic. Given such, one would ask why aren't they routinely used to assess and solve problems, to effect change, and to enforce adherence to standards of conduct and performance. Surely, I could enumerate vignettes to a sickening degree of areas that need much improvement to make a clear case for adopting their use. Instead, I choose to appeal to all to revisit FM 22-100 to improve in this mission-critical area. I feel confident that as we continue to learn and grow as an organization, we will surpass all FY 03 accomplishments and make significant improvement in deficient areas. Let's have a great recruiting year



# Gurkhas Courage

By Chaplain (Lt. Col.) Lyndell E. Stike

In his book, *One Crowded Hour*, Tim Bowden describes an incident that happened in Borneo during the confrontation between Malaysia and Indonesia back in 1964.

It seems that a group of Gurkhas from Nepal were asked to jump from transport planes into combat against the Indonesians. They could have rejected the request since they lacked training as paratroopers. Normally, the Gurkhas agreed to anything, but on this occasion they rejected the proposal. But the next day one of their NCOs sought out the British officer who had made the request and said the Gurkhas would be prepared to jump under certain conditions.

They would jump if the land was reasonably marshy and soft, because they were inexperienced in falling. The British officer assured them that the drop zone would almost certainly be over jungle, so that seemed right.

The Gurkhas also wanted the plane to fly as slowly as possible and no more than one hundred feet high. The British officer pointed out that the planes always flew slowly when dropping troops, but to jump from 100 feet was impossible because the parachutes wouldn't open in time from that height.

"Oh, the Gurkhas NCO said, that's all right, then. We'll jump with parachutes anywhere. You didn't mention parachutes before!"

Physical courage requires us to put aside our doubts and fears and do what is demanded of us. We all face fear when we are threatened, however the victory goes to those who have developed the capacity to win. Fear has the ability to freeze us from responding instinctively. If we are to live courageous lives, we must develop a firm foundation. This foundation is composed of numerous elements.

The first brick is realistic training and practical experience. Our parents began the process early in our development. They taught us how to ride our first bike. In many cases this was

painful. We fell down many times until we learned how to keep our balance on the two wheels. It wasn't long until we didn't think about falling and just pedaled our way down the road. In high school we found out that we could stand in the batter's box and face the pitcher even when we weren't sure of his pitching control. Training exposes us to the reality of the task. The more we practice the more we gain the confidence to overcome the fear that besets us. Parents must be willing to train their children. It demands time, patience, and consistency.

The second brick is commitment. Our heart must be in the task set before us. How many times have we watched professional athletes with all the talent and "potential" fail to succeed because their heart wasn't in the game? When Soldiers believe in their mission they give all to the effort. Leaders must communicate the mission in a language that inspires the troops.

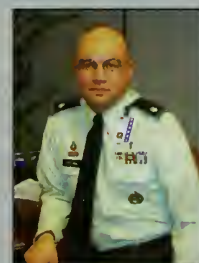
Faith cements the bricks together. Faith has been defined as "the substance of things hoped for and the evidence of things not seen." When soldiers take ownership of the mission they believe they can win. They may not have all the answers, but they have the confidence that they can overcome the challenges and are willing to sacrifice everything for the cause.

As we observe Veteran's Day this month, we're reminded of the men and women in uniform who courageously served and sacrificed for the freedom and safety of their fellow Americans.

Henry Van Dyke once prayed:

*"Renew the courage that prevails  
The steady faith that never fails  
And makes us stand in every fight  
Firm as a fortress to defend the  
right."*

May God — who is our Fortress — help you stand firm today in upholding the sacred right of human freedom — just as those who have served before us have done.



## A Recruiter Writes:

In USAREC we are always focusing on keeping down the DEP loss rate. I have a possible solution to fix a part of it. Every year, USAREC takes a number of DEP losses due to DAT positive results during the physical. Then USAREC separates them from the DEP program; then after 45 days, they can reapply when their DAT results come back cleared. Why doesn't USAREC allow them to stay in the DEP program for the 45 days, retest them, and when they pass, allow them to ship out? If their ship date is less than 45 days, move the date out past 45 days until they prove they are clean. If they fail again, then they get the boot. My reasoning is that 99.9 percent of all DEP losses due to DAT results still enlist in the Army.

## The Chief of Staff Responds:

Thank you for your comments to "The Way I See It" Program. Your question concerning Delayed Entry Program losses due to positive drug and alcohol testing is a good one.

USAREC was recently involved in discussions with the Department of the Army on this very subject, and DA disapproved a proposed policy concerning retention of DAT positive applicants in the Delayed Entry Program. By discharging DAT positive applicants, we send a message regarding the seriousness of drug-related offenses. We want all applicants and potential applicants to know that the Army has a zero tolerance policy when it comes to drug use.

Once again, thank you for responding to the TWISI Program. Please continue to let us know how we can better support you and your fellow recruiters. For further information contact Sgt. 1st Class Dirk Vandenbos at DSN 536-0428, toll free 1-800-223-3735, ext. 6-0428, or e-mail at [Dirk.Vandenbos@usarec.army.mil](mailto:Dirk.Vandenbos@usarec.army.mil).

## A Recruiter Writes:

I am a recruiter in Tampa, Fla. I had a concern from some of my DEP members that when they ship to basic training, the drill sergeants make them pack up everything on the packing list and make them buy all new stuff at the PX. A friend of mine who was a drill sergeant at Fort Jackson, S.C., told me the same thing. I think that if this is true it would prevent our DEP members from spending unnecessary money on things that they are required to purchase after arrival at basic training and carrying big bags like



they sometimes do when they ship. It is just a suggestion, but I believe that this would be a big help for our DEP members.

## The Chief of Staff Responds:

Thank you for your response to "The Way I See It" program regarding the packing list that is provided to DEP/DTP soldiers.

The packing list is an important document we use to prepare our young DEP/DTP soldiers for training. The packing list has been an item of interest for leaders at every level of the Army. In the past, each installation had specific items they required a trainee to purchase. In a joint effort, USAREC and TRADOC established a packing list that was reviewed and approved by both commands. This packing list is reviewed regularly and staffed to ensure it contains items generic enough for use at all installations. The packing list included in the guide for new Soldiers, posted on Recruiting Central, and the one found on [www.ArmyDEP.com](http://www.ArmyDEP.com) are identical.

I appreciate your concern for soldiers, and I thank you for your comments. I wish you the best in your continued efforts to provide the strength for our Army. For further information contact Sgt. 1st Class Erick Hoversholm at 1-800-223-3735, ext. 6-1582; DSN 536-2583; Commercial 502-626-1582; or e-mail at [Erick.Hoversholm@usarec.army.mil](mailto:Erick.Hoversholm@usarec.army.mil).

**TWISI letters can be sent e-mail to [TWISI@usarec.army.mil](mailto:TWISI@usarec.army.mil). Written comments may be mailed to ATTN RCCS CHIEF OF STAFF, COMMANDER, US ARMY RECRUITING COMMAND, 1307 3RD AVE, FORT KNOX KY 40121-2726.**



# All About Awards

## Changes in the Incentive Awards Program

By Kathy Daugherty, USAREC Incentive Awards Manager

All previous and current award programs have been established to encourage production and improve morale. Incentives motivate, encourage, and reward recruiters, station, company, battalion, and brigade personnel for going above and beyond their mission.

In changing the awards program, not everyone will be pleased or agree with the changes. The current change to the incentive awards program took effect Sept. 16, incorporating the previous fiscal year procedures with past versions of the program.

The FY 04 commanding general's award recognition program will allow emphasis, not only on attaining the contract goal, but will also allow for follow-ups on ship and continuous follow-up throughout basic training with emphasis on graduation. The unit award's focus is on "Mission Box," with further added emphasis on special missions and reduction in Initial Entry Training losses.

### Success is defined by achieving mission box.

A recruiter who achieves one graduate or senior applicant and whose recruiting station achieves mission box will be considered successful.

A station is successful when net mission is made by category, both RA and Army Reserve, or a higher echelon achieves its net mission box by category (both RA and Army Reserve) and the station achieves its volume mission with at least 50 percent net graduate or senior I-III A.

A recruiting company, battalion, or brigade is successful when all stations achieve net mission box or the company, battalion, or brigade makes mission by category; or a higher echelon achieves net mission by category; or the brigade achieves mission by category and the company achieves net volume mission.

Mission Box Bonus Points are achieved when any echelon of the above achieves "hard mission box."

When mission box is achieved during the first two weeks of the Recruiting Calendar Month, 50 "Early Bird Points" will also be awarded. This encourages recruiters to strive for mission success earlier in the RCM.

Individual points will be awarded in phases, Contract, Ship,

and graduation from basic training.

Further emphasis has been directed to DEP/DTP losses. It is important that DEP/DTP losses be reported and taken as soon as possible to ensure no losses of training vacancies are encountered. A successful DEP/DTP Management Program will be rewarded under the new Incentive Awards Program.

Under the new system, many recruiters have shown concern that they will be unable to earn awards. However, the numbers don't support that concern. Based on the new point system assessment, the following results are provided:

### Based on 32 Months of Production

- Three months leave
- One month miscellaneous

### Average Write Rate of 2.0

### Points Awarded Based on

- 64 contracts (70 percent GSA and 30 percent OTH)
- 15 percent DEP/DTP Loss
- 90 percent BT Grads
- 50 percent Station Mission Box
- CG Bonus Points
- Other possible points (company, battalion, brigade, quarter, annual box, etc.)

### Point Computation for 32-Month Tour

Mission Box	800
Contract Points	545
Ship Points	460
BT Grad Points	910
DEP/DTP Loss	-85
CG Bonus (Estimate)	200
CLT/BLT Box 20%	240
Qtr Box 40%	450
Total Points Earned	3,520



Based on the provided scenario, the Soldier will have earned the recruiter ring and have 220 points toward his or her Glen E. Morrell award. Recruiter awards can and will be achieved through mission accomplishment and a successful DEP/DTP Program.

A copy of the current FY 04 Command Annual Awards recognition categories and criteria along with the FY 04 Recruiter Edge can be found at the USAREC Intranet Web site <http://hq.usarec.army.mil/ro/rcro-pp/PAGEMASTER/main.html>.

	Contract	Ship	BT Grad
GSA	10	10	20
OTH	5	5	10
PS (Army Reserve)	10	NA	NA





# “America’s Army” Recruiter Support Kits to be Distributed

By Lori Mezoff, PR Director for America’s Army Game

In order to continue the momentum behind the highly successful *America’s Army* computer game, Recruiting Command is distributing *America’s Army* Recruiter Support Kits to assist recruiters and their APA offices in setting up events to aid in recruiting and DEP retention.

“We wanted to make it as easy as possible for recruiters and their APA office to utilize the *America’s Army* game to aid in their recruiting efforts,” said Col. Casey Wardynski, Army Game Project originator and director. “After the success that battalions such as Kansas City have had with *America’s Army* game tournaments, we heard from a number of stations who were interested in using the game but didn’t know where to start. This kit will provide them with an overview of everything they need.”

The kit comprises a “basic load” of items and information needed for event planning and other uses of *America’s Army* in the recruiting environment. It will contain a number of items including instructions for using the game, key game talking points, case studies on how to best use the game, technical instructions, logistical information, corporate partner information, game rules and regulations, suggested game event types, methods to locate and partner with game centers, and *America’s Army* event Web site instructions. Also included is a recruiter support kit video which opens with an introduction from Lt. Gen. Dennis D. Cavin, commanding general of U.S.

Army Accessions Command, and walks recruiters through how to plan for and execute an *America’s Army* gaming event.

“With our tournaments, we’ve seen such an amazing return on investment with regards to new leads and DEP retention,” said Gary Bloomfield, Chief of Advertising and Public Affairs for the Kansas City Recruiting Battalion. “We worked closely with the kit producers to make sure that it contained everything from A-Z to help other battalions set up their own tournament. We hope that other battalions will benefit from this highly effective and inexpensive tool to reach our target demographic.”

Included in the kit is a CD containing various creative promotional materials such as marketing video segments of the game, the *America’s Army* Brand and Style Guide, game maps with assault and defense objectives, game weapons descriptions and photos, squad designation signs, keyboard diagrams, event sign-up sheet, and additional materials order forms. These maps, signs and photos are easily printable on a local color printer, and have a variety of uses. The kit is rounded out with *America’s Army* game discs, posters and a T-shirt for the event manager. Links are available for recruiters to access and post information to the *America’s Army* Web site (which receives up to 43,000 visitors a day) and to the newly created recruiter support Web site.

## Contents for the America’s Army Recruiter Support Kit

- Black kit box
- One America’s Army t-shirt
- One VHS tape with an intro from Gen. Dennis D. Cavin, an overview of the Kansas City event, direction on how to run a game event and the 2 E3 2003 game trailers
- Four 18 x 24 America’s Army posters
- Ten game discs - Combat Medic Version (1.9)
- One printed package of game instructions outlining how to use the game, order more materials, and offer technical instructions
- One data cd-rom with the following digital files
  - Mpg version of the Recruiter Support Video
  - 1 Mpg version of the 2 E3 trailers
  - Game maps with assault and defense goals
  - Squad signs for team events
  - Additional materials order form
  - Branded event sign up sheet
  - Three online event promotional banners
  - Printable generic America’s Army banner
  - Brand style guide
  - Game instruction package

# Holiday Recruiting Tips

By Sgt. 1st Class Eric W. Pieruas, G3 Training Development

**T**was the night before Mission Day  
and all through the station, not a  
creature was stirring, except one re-  
cruiter in desperation. A laptop com-  
puter lay out with care, in hopes that a  
qualified GA would soon be there ...  
The recruiter goes home, one thought  
on his mind, "Will this qualified grad  
alpha indeed be mine?"

The poem above is not just a fable, but also a reality check for some who are more than able ... 'tis the season to be jolly' ... not the season to become the Grinch who stole the holiday spirit.

This article provides some tips to assist you in continuing to make mission during a time that we seem to love, hate, and sometimes take for granted, the not so dreaded "holidays."

## TIP #1: Remember to backward plan.

One of the most important tips I can provide to you is preparation. It first starts with a little backward planning. Let's face it, we are all noncommissioned officers and one of the most crucial periods of instruction taught at any noncommissioned officer academy is the concept of backwards planning. This is not classified information. This skill, once mastered, can transform a superstar recruiter into a whooperstar recruiter and so on. Backward planning in a nutshell is first, identifying an objective. Second, identify all courses of action and resources required to accomplish a desired end-state for the objective. Planning starts in reverse from the objective date/time period and works backward towards the current date/time group. Checkpoints are set along the way. This sounds confusing right? Well let's put it into a holiday recruiting perspective.

★ Every year there is a holiday period that runs from late November through mid-January.

- ★ We also know our mission for the first quarter (Oct.-Dec.).
- ★ We also know what personnel will be on leave.
- ★ We also know key community events we must attend.
- ★ We also know the desired end-state ... effective prospecting, lead generation, and mission box.

The Army ensures that we have access to combat/contract multipliers during this period to assist us with achieving our desired end-state. Basic training locations have an exodus that allows some of your former Delayed Entry Program Soldiers the opportunity to participate in the Hometown Recruiting Assistance Program. These Soldiers can be used to assist with lead generation activities and any other recruiting efforts in your community. (HRAPs on exodus must be screened, however, to ensure they represent the Army in a positive way.)

You will, if you have not already, received a USAREC message to notify you of approved exodus dates. Exodus dates are not limited to basic trainees only. High school and college exodus dates are also scheduled and are well known in advance. This allows you to plan additional face-to-face prospecting and lead generation activities that will be more productive than visiting an empty school campus. You should also identify what faculty/staff members will be around to assist you in obtaining those last minute transcripts and/or high school letters during this exodus period. The key to backwards planning is to clearly identify all activities, required resources, potential distracters, (productive and non-productive), and develop contingency plans of action required to make mission.

## TIP #2: Prepare your Mission Accomplishment Plan (MAP) with the holidays in mind.

Prospecting is essential for any successful recruiter to remain successful, especially when entering into the holiday season. You must continue to prospect in order to keep your funnels full. Now station commanders, your station's MAP will assist you and your Soldiers with assigning prospecting goals that will set you up to make and maintain mission box and still enjoy the holiday season. Your station's MAP should take into account holidays, special community events, and personnel taking leave during this holiday season. Let's face it, we all need time to get away and take the family out on that cruise you have been promising them for so many years. (Household Vacation Tip: Off-season cruises tend to be more affordable than during the summer high season.)

## TIP #3: Delayed Entry Program Follow-Up.

As with any solid Delayed Entry Program, follow up is a must. Now, during this time of year, little things mean a lot. Take the time to send happy holiday greeting cards to the families of all your DEP members, as well as those who have recently shipped during the past year or so. New technology allows you to communicate with your DEP members using their AKO



# ***“A positive attitude will produce positive results!”***

accounts, so why not send them an electronic greeting card. There are a host of free Web sites available so “surf and you shall find”... Why, you might ask? It’s elementary my dear Watson. Simply, it’s the thought that counts. These Soldiers and their families are yours and the Army’s extended families. They are your infomercials. These families can vouch for your credibility and your commitment to the Army values in your community. You remember Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. Let’s take a quick glimpse at how this could potentially add up.

On average, a recruiter’s goal is to enlist 24 soldiers per year. Now, that is potentially 24 different families. Multiply that times a recruiting tour of three years and it comes to 72 families that can provide a testimony for you in your community, not to mention referrals. This also applies to your centers of influence.

It is also important to set up a DEP function prior to the high school and college holiday break. This enables you to make contact with all of your Soldiers, reconfirm their commitment, and determine which Soldiers will be around to assist you with the scheduled community holiday activities during the break. It is also a great time to visit the Delayed Entry Program Web site, <http://www.armydep.com>, with your DEP members to check out the most current information.

## **TIP #4: Center For Accessions Research Lessons Learned (CARLL).**

The holiday season is a great time to pause, reflect, and seek new ideas to launch us into the new calendar year. I can think of no better resource other than my peers. We are the experts of this trade, and we all have ideas that have been tested, tried, and are true. These ideas just might assist our comrades with mission accomplishment. The only bad idea is the idea that was never tried or shared. CARLL, <http://home.usarec.army.mil/uvl/CARLL/index.html>, is this resource center. This site has great ideas submitted for recruiters, by recruiters. Take advantage of this resource. It’s just a mouse click away!

## **TIP #5: One last tip and few special “PRESENTS.”**

**P** - PROSPECT, PROSPECT, PROSPECT ... keep your funnels full.

**R** - RAPPORT ... establish and maintain, need I say more?

**E** - ENFORCE your standards...if you set a standard enforce the standard.

**S** - SELF-discipline ... Noncommissioned officers always practice what we preach.

**E** - ENCOURAGE and motivate your DEP, HRAP, and COI members to obtain referrals. They are contract multipliers.

**N** - “NO ONE is more professional than I ... I am a Noncommissioned Officer ... A Leader ...”

**T** - TIME Management ... Backwards Planning...plan the work, and work the plan.

**S** - STAY Focused ... It’s never over until it’s over ... and then it’s still not over.

A final thought ... “A positive attitude will produce positive results!”

Whether the Grinch stole Christmas, or even Mr. Scrooge, keep one thing in mind, holiday recruiting is all about the “TUDE.”

These characters are portrayed as villains in these holiday tales, however, in the end, good conscience and great attitude ultimately prevails.

To my fellow recruiters who are constantly in the fight, I say to you all, “happy holiday recruiting, and to all a good night.”

Have a great and prosperous holiday season!

## **Bright Idea**



When completing the enlistment packet, it is best that the applicant complete the pre-qualification phase on his or her own. It is important that the recruiter be available to answer any questions that the applicant might have. The station commander will receive a validation sheet that can be used during “hot seating.” It improved the Austin Recruiting Company’s floor conversion during RSM October. We had 100 percent conversion the last two weeks of the RSM using this technique.

1st Sgt. Harlan W. Dobbs, Austin  
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DEP members participate in a physical training program designed to better prepare the members for basic training.

# Road to DEP SUSTAINMENT

*Story and photos by Chris Wilson, Oklahoma City Battalion*

**D**espite what the average observer would say, DEP loss is a four-letter word. There's nothing more frustrating for a recruiter to have a prospect sign on the dotted line and decide not to ship. It's a problem that frustrates recruiters and commanders because of the impact of these losses on their mission.

"A viable DEP/DTP program is critical to the success of the Oklahoma City Battalion," said Lt. Col. August Harder, battalion commander. "DEP/DTP retention has a significant impact and is often the deciding factor on our ability to accomplish the battalion's mission. DEP/DTP retention begins during the initial interview with their recruiter and does not end until they graduate from basic and AIT."

DEP sustainment offers a unique set of problems for recruiters. Conventional wisdom suggests that they've made the hard sell and the rest is down hill, but new DEP members are still exposed to a variety of influences that will challenge their commitment. Results from the 2002 New Recruit Survey showed a significant number felt a kind of buyer's remorse and reconsidered their enlistment. The results showed that 75 percent of new enlistees were worried about getting everything they were promised, and that friends, especially boyfriends and girlfriends, tended to be the least supportive of the recruits' decisions.

"We have to remember that deciding to join the U.S. Army or Army Reserve is the biggest decision these young people have made thus far in their lives," said Oklahoma City Command Sgt. Maj. Richard Reed. "This decision is going to be affected by key influencers like parents, friends, teachers, and spouses."

Recruiters in the Oklahoma City Recruiting Battalion have found simple methods to keep the young recruits committed when doubts arise.

Sgt. 1st Class Dominic Asberry and Sgt. 1st Class Shawn Summers are two station commanders who have limited their DEP losses to one or two a year — the lowest in the battalion. They haven't used any secret weapons or special programs, just hard work and honesty.

Asberry, commander of Oklahoma City's Sand Springs station, starts his DEP sustainment with the prospects he tries to recruit.

"We only try to enlist people who really want to be in the Army," Asberry explained. "I don't beg anybody or chase anyone down. So we don't have a problem with anyone shipping."

Even with Asberry's selective approach, the Sand Springs station is on pace to make mission. In fact, the positive attitude of the Sand Springs DEP members feed each others' commitments.



"Culling DEP/DTP members that prove to be substandard and uncommitted early on is essential for maintaining a healthy DEP/DTP pool and freeing up training seats," Harder said about a quality DEP/DTP program. "Using good judgement and following basic DEP/DTP requirements outlined in UR 601-95 help keep the DEP pool full of recruits who are excited about starting their military careers."

Once these recruiters have a group enlisted in the Delayed Entry Program, the two recruiters focus on maintaining relationships with their DEP members.

"We try to make them feel welcome and try to be honest," said Summers, commander of the Miami, Okla., station. "It's the same things that every good recruiter does."

"We also try to treat them like Soldiers," Summers continued. "We don't go to extremes, but I tell my DEP members they can call me at home, just like I would any Soldier working for me."

This approach is part of what Harder calls "DEP leadership."

"Once an applicant enters the Delayed Entry and/or Training Program, they are essentially in the Army. As such, we must teach, coach, train, and care for them as we would any Soldier," Harder explains. "As leaders, our program must be geared towards physically and mentally preparing DEP and DTP members to successfully complete basic and AIT. In doing so, we reaffirm their commitment and a sense of belonging to a professional military organization and the world's greatest Army."

Asberry's and Summers's programs focus on meeting their DEPs in one-on-one settings to keep them interested and engaged in Army life.

"We like to meet them one-on-one," Asberry said. "DEP functions are great, but if you get a bunch of them together they eventually start talking about their MOSs and how they wanted the job someone else got."

"I want us to maintain more of a personal relationship."



**It is essential that recruiters prepare their DEP members mentally and physically for basic training.**

Working one-on-one also lets recruiters include DEP members who can't attend functions because of other obligations.

"Some DEP members have jobs and families, and some don't have cars, so they can't always make it to functions," Summers explained. "When you deal with them personally, you can work around their difficulties and help them plan their futures."

Reed also emphasizes including influencers in these kinds of activities. "Functions are a great opportunity to keep influencers involved and informed," he said. "Their continued support is important to keeping recruits and getting DEP/DTP referrals."

This attention is part of a process that bonds DEP members to recruiters and prepares the new recruits for what's ahead. Both stations have a training program that prepares DEP members physically and mentally for basic training.

"We have physical training at the station every processing Saturday, where we work on completing the pre-basic task list," Asberry said.

"We focus on what they'll need right now," Summers explained of his DEP training program. "We tell them to work on their running, and we do what we can to get them promoted."

"The most important thing we do is we make sure they have no fear of MEPS," Summers continued. "We explain to them what's going to happen and there's always someone looking out for them."

Their approach has been useful in creating a positive relationship with DEP members, and identifying problems before they result in a DEP loss. That gives the recruiters time to work with their recruits to solve the problem.

"When you deal closely with your DEP members, you can tell when they start to waver or change their mind," Asberry said.

Once the recruiter has identified a possible problem, they can advise the recruit. The approach can vary, but Asberry and Summers both agree that the recruiter has to provide a sympathetic ear, a clear reminder, and some tough love.

"When they start having doubts, you have to go back to remind them why they joined and work out how the Army is going to help them achieve their goals in life," Asberry said.

Summers described his approach, saying, "You want to be sympathetic, but you have to remind them that they made a commitment and it's not okay not to ship."

They conclude that they have their recruiters remind DEP members if they have a problem they should work with the recruiter to fix it instead of dropping out. The approach has given Asberry and Summers strong programs that retain DEP members and put them on pace to box their mission for the year. It also builds a bond that carries over and can be used for later referrals.

"I have recruits that still call us from basic just to keep in touch," Summers explained. "I think we do the same things any good recruiter would, and it works."

# MISSION ACCOMPLISHED 4<sup>th</sup> Year In a Row



WASHINGTON – The United States Army has achieved mission success for a fourth straight year. USAREC accessed 74,132 soldiers against a Regular Army mission of 73,800, equaling 100.4 percent of the mission.

The Recruiting Command accessed 27,365 soldiers against an Army Reserve mission of 26,400, equaling 103.7 percent of the mission. Cadet Command, the parent organization of the Army Reserve Officers' Training Corps (ROTC) program, exceeded its fiscal year 2003 mission of commissioning 3,900 officers.

"Innovative programs, incentives, and a fully integrated marketing and advertising program supporting both officer and enlisted recruiting are keys to the Army's mission success," said Lt. Gen. Dennis D. Cavin, commander of the U.S. Army Accessions Command. "For example, the Army is using cyber recruiters who run online chat rooms in English and Spanish, fielding more than 750 e-mail messages daily.

"Our commitment to recruiting a quality force continues to be a top priority for the Army," said Cavin.

In fiscal year 2003, 94.5 percent of new enlistees received their high school diploma. This is a three point increase over fiscal year 2002. The percentage of enlistees with some college increased from 21.6 to 23.9 percent in 2003.

"We offer excellent opportunities and I would encourage young Americans to talk with their local Army recruiter about the more than 200 job opportunities the Army has to offer," said Cavin. He attributed the Army's fourth straight year of mission success to the Army's tireless effort to find qualified applicants.

"The U.S. Army Recruiting Command, thanks to outstanding Army recruiters, is achieving unprecedented success in recruiting for America's Army. We have achieved our mission for the fourth year in a row, with phenomenal results in quality and military occupational specialty precision," said Maj. Gen. Michael D. Rochelle, commander, U.S. Army Recruiting Command, who echoed Cavin's comments.

The mission achieved was highest in quality in the high school diploma graduate category since 1992.

The "Army of One" advertising campaign continues to play an important role in the Army's mission success. The campaign has placed greater emphasis on one-to-one communications and use of the Internet, direct response TV, direct mail, radio, public relations, event marketing, and local advertising to deliver the Army's strategic message of providing "door-opening opportunities that empower success" to young Americans and influencers.

The Army expanded its motor sports program with the launch of its integrated NASCAR program in February and the addition of a National Hot Rod Association Pro Stock Bike team. The Army's NASCAR program has exceeded the 2003-lead generation goal with seven races remaining in the race season. Pro Stock Bike drivers Angelle Savoie and Antron Brown further Army awareness and outreach to diverse communities by participating in the NHRA "Youth Education Services" program at high schools throughout the country.

The Army Game, which debuted in 2002, continues to draw awareness to the Army attracting more than 2 million players as of Aug. 13. It is the second most played game worldwide. More than 1.2 million "America's Army" players have completed basic training in the game and continued to play more than 1.8 million game missions, spending more than 18.5 million hours exploring the Army.

"The key to our recruiting success is early identification of those top quality young adults who will make the best Army officers," said Maj. Gen. Alan W. Thrasher, commander of Cadet Command. "Our world-class curriculum then molds these scholar-athlete-leaders into the strong, versatile, and technically proficient leaders needed for the Future Force.

"Without question, the partnership between America's institutions of higher learning and the Army ROTC program results in what we believe is the best leadership course in the world. We are extremely proud of the role that we play in providing the commissioned officer leadership for the Future Force."

*Article based on an Army News Service Press Release*



# 15-Month Enlistment Becomes Reality

From a USAREC News Release

**R**ecruiters located in nine battalion areas are enlisting applicants for a 15-month term under a new program entitled the 15-Month Plus Training Enlistment Option. It allows qualifying applicants a shorter active duty term of enlistment after MOS training is complete.

"I couldn't believe it when I saw it out on the system," said Staff Sgt. Michael J. Ogonowski at the Manchester, Conn., recruiting station, Albany Battalion. He had been working with a referral who was considering enlistment as a 19D cavalry scout.



Applicants who may have been hesitant about a long term enlistment may now select the new 15-month enlistment option.

"As soon as he saw it on my computer screen, he said, 'if you can get me the 15-month enlistment, I'll take it,'" said Ogonowski. Albany Battalion is also part of the point of sale test.

The National Defense Authorization Act for Fiscal Year 2003 directed the Department of Defense to carry out the new short-term enlistment program to promote and facilitate military enlistment in support of national service. The program will be capped at two percent of enlistments during each year.

The enlistment option became available Oct. 1 and is being tested in nine recruiting battalions including Albany, N.Y.; Columbia, S.C.; Miami; Raleigh, N.C.; Cleveland; Kansas City, Mo.; Oklahoma City; Sacramento, Calif.; and Southern California.

The 15-Month Plus Training Enlistment Option is available for applicants who have no prior military service, score in the top half of the Armed Services Vocational Aptitude Battery, are high school diploma graduates or high school seniors, and meet all other enlistment criteria.

Applicants can choose from one of 60 military occupational specialties ranging from infantryman to cannon crewmember and from lithographer to finance specialist. An annual cap will be set for each MOS. Once the annual cap is met, that MOS will be closed to the 15-month enlistment option for the remainder of the fiscal year.

Applicants enlisting for this program will incur an eight-year military service obligation. This MSO will consist of 15 months of active duty after completion of basic training and advanced individual training and 24 months of satisfactory participation as an active drilling member in the Selected Reserve, which includes the Army Reserve or National Guard or the Soldier can continue on active duty.

The Soldier can then serve the remainder of the eight-year MSO on continued active duty; SELRES; Individual Ready Reserve; or in a National Service Program designated by the Secretary of Defense, which currently is AmeriCorps or the Peace Corps.

Under the 15-month plus enlistment option, enlistees will be eligible to select one of the following enlistment incentives:

**Cash enlistment bonus of \$5,000;**

**Student Loan Repayment up to \$18,000;**

**An education allowance for up to 12 months at the monthly rate for basic educational assistance allowances of \$800 per month;**

**An education allowance for up to 36 months at one half the monthly rate, \$400 per month.**

Education allowances will be based on the monthly amount authorized for the two-year Montgomery GI Bill.

Although Soldiers enlisting under this option can opt for an education allowance, they will not be eligible for the Montgomery GI Bill unless they reenlist to remain on active duty for a continuous total of 24 months. Soldiers can become eligible for the Reserve Montgomery GI Bill by extending their Selected Reserve obligation to six continuous years.

Ogonowski says he thinks a lot of applicants will choose the 15-month tour because they won't feel like they have to make such a big commitment right off the bat. He thinks they'll also like the \$5,000 enlistment bonus. Ogonowski's DEP member ships on Feb. 18 and remains excited about giving the Army a try.

"I have no doubt in my mind that this is going to work awesome," Ogonowski said.



Chief of Staff of the Army, Gen. Peter Schoomaker outlines his vision to 2,500 AUSA members Oct. 7 at the Eisenhower luncheon. *Photo by Aaron Westbrook*

# New CSA Vision:

## More Brigades – Smaller But Lethal

*By SFC Marcia Triggs, Army News Service*

In his first media roundtable, Army Chief of Staff Gen. Peter Schoomaker turned the Army's goal of a lighter, more agile force up a notch.

Divisions with more brigades – smaller units with almost twice the lethality as the current brigades — is the concept Schoomaker outlined during his discussion with nine reporters Oct. 7. Schoomaker also discussed a list of 15 areas where he wants to see improvements made during his tenure.

On the second day of the annual Association of the United States Army gathering in Washington, D.C., Schoomaker laid out his plans for reorganizing the Army. Although he plans to continue much of the transformation initiated by his predecessor, retired Gen. Eric K. Shinseki, Schoomaker said he won't be using the terms "legacy, interim and objective" to describe the force.

More Army funding should also go toward the equipment that is already in the hands of Soldiers instead of future combat systems, Schoomaker said.

"We were looking to the future," Schoomaker said. "But now the focus is on the present. We have got to make sure that we are doing the right thing by our Soldiers. I don't think we

should put Soldiers in harm's way without doing the very best we can to equip them."

Shinseki's vision was an important one, said Schoomaker, who explained that the former chief is a good friend. But Shinseki didn't know when he started his vision, the degree that the Army would be engaged in the War on Terrorism, Schoomaker added.

The 3rd Infantry Division, which recently returned from Iraq, is experienced in dealing with the enemy, Schoomaker said. That's why he charged the division commander at Fort Stewart, Ga., to be the first to develop his new "brigade units of action." Schoomaker said he asked the 3rd Inf. Div. to tell him what brigades need in order to be more capable within their own footprint. In other words, how can they be more effective against the enemy without more troops.

"I want to know if he can turn his three brigades into five maneuver brigades, and if I provide the right equipment, could they be one and a half more lethal than before," Schoomaker said. "This is just a question, but I believe with the right enablers it can be done."

One way to make it happen is to get back to the Soldier concept, Schoomaker said. Soldiers must learn how to perform



ground functions – jobs of infantry and military police. Every unit should be able to conduct its own force protection, he said.

When the 101st Airborne Division returns from Iraq to Fort Campbell, Ky., its commander will get the same task as the 3rd Inf. Div., Schoomaker said. The two divisions will be able to get assistance from Training and Doctrine Command and Forces Command, Schoomaker said. But their reorganization will be local efforts, not something that the whole Army will be looking into at this time, he added.

The two division commanders won't be the only two working for change in the Army, though. Task forces across the Army are looking to improve areas that need immediate focus, Schoomaker said. Over the last couple of months senior leadership has mandated surveys to find out the Army's strengths and areas of weakness.

The analysis provided 15 areas that are being addressed. At the top of the list is the Soldier. Schoomaker said that to show how important Soldiers are, the letter "s" in Soldier will always be capitalized in military correspondence, and he encouraged news media and others to do the same.

"Army business is a human endeavor," Schoomaker said. "It's not just run on technology. We need to invest in the Soldier."

One way to look out for the Soldier, his unit and family is unit manning, Schoomaker said. Korea constantly has Soldiers coming in and going out. If units rotated there together their families could have stability, Schoomaker said.

"Unit manning leads to unit cohesion and studies have said it leads to combat effectiveness and reduced casualties," Schoomaker said. "We don't know what unit manning will look like in the end, but we do know what desired characteristics we want to see — stability and unit cohesion."

Commanders and Soldiers who train together and deploy together, will return together, he said. Schoomaker has directed that units targeted to rotate to Iraq and Afghanistan will not change commanders. Commanders will not change duty stations and leave their troops behind. Such cases have happened in theater, Schoomaker said.

## **15 Focus Areas Outlined by Schoomaker**

### **1) The Soldier**

–The Army has to invest in the Soldier.

### **2) The Bench**

–The Army must build a bench of leaders who think strategically and innovatively at all levels of war.

### **3) Army Aviation**

–This investment needs to get close attention to make sure that the future doctrine goes hand-in-hand with joint air-ground operation.

### **4) Leader Development and Education**

–Training and education is not the same. Soldiers train for a controlled environment, but they are educated so they can operate in ambiguous situations.

### **5) Combat Training Centers/Battle Command Training Program**

–They must be more relevant and exploit opportunities to improve abilities to incorporate joint partners to a greater extent.

### **6) Current to Future Force**

–The current force has to be able to fight today. The future force can't be fought, it doesn't exist. The Army has to be ready to go to war with what it has.

### **7) The Network**

–The network that is needed is one where communication can be done from anywhere among different organizations on the battlefield.

### **8) Modularity**

–A degree of flexibility that would give smaller units more power.

### **9) Joint Expeditionary Mindset**

–The Army does not fight alone.

### **10) Active Component/Reserve Component Balance**

–There are capabilities that the Army needs immediately but only the reserve components can provide. So there is a lot of cross-training going on now. Also the reserve components are being structured so that they are more useful to the states and governors in terms of Homeland Security.

### **11) Unit Manning**

–They're looking for concepts that will provide greater stability.

### **12) Installations as Flagships**

–Installations must be resourced to project power, support tough realistic training and provide for Soldiers, families and civilians.

### **13) Resource Processes**

–The Army has processes from how it feeds people to how it equips people. Many of those processes need to be upgraded and brought into more modern standards.

### **14) Strategic Communications**

–More communication can take place with the media, each other and improve the lines of communication.

### **15) Authorities, Responsibilities and Accountability**

–Sometimes people are given the responsibility for something, but they haven't been given the resources to be successful. So how can they be held accountable?



# Games Leaders Play



Photos by Jim Welker



**MEETING OF THE MINDS** (top to bottom) Col. Peter J. Varljen, Col. Peter M. Vangjel, Brig. Gen. Leslie L. Fuller, and Maj. Gen. Michael D. Rochelle listen intently to brigade and battalion output.

## Examining Business Practices Through a Simulated Model

*By Pearl Ingram, Editor, Recruiter Journal*

The Armor School and Fort Knox, Ky., are well known for the exhilaration and excitement created by a ride inside a tank simulator. It's over hills and across the desert for the tank driver and gunner.

On the other hand, a simulation with somewhat less bounce, but maybe a bit more animation, was created inside Skidgel Hall at Fort Knox during three days in September. Brigade and battalion leadership, along with USAREC staff, played a computer simulated exercise — not inside a tank simulator — but by using the latest in computer simulated business models.

"What I expect to see here is for the leadership to understand that their decisions have a serious implication on the lives of recruiters," said Alok Chaturvedi, Ph.D., director e-Business Research Center, Purdue University, West Lafayette, Ind.

"There are different variables leadership can adjust," said Chaturvedi. "The number of recruiters is one, but they can also look at what if they increase the signing bonuses. What if they increase the enlistment bonuses or Army College Fund or if they advertise more? How they can better distribute their resources? There are battalions where historically they haven't done very well. How can they distribute their recruiters so that they can do a better job in meeting the missions?"



Three levels of players started the game. Accessions Command staff represented the Pentagon and set the mission. USAREC took that information — the mission, the budget, the number of recruiters — and briefed it as a realistic scenario to brigade commanders and command sergeants major. The brigade leadership teams then had 45 minutes to develop a course of action with the battalions. The computer model would determine if the mission could be accomplished with the course of action used.

To make the game even more realistic, artificial people were used in the model, termed “agents” by Chaturvedi, who worked with the simulation model. The artificial people contained a variety of DNA, which made them behave differently under varying circumstances.

For example, as unemployment rates declined with an upswing in the economy, the propensity to enlist decreased. When dollars for advertising increased, not every agent reacted in the same manner. In other words, the behavior of an 18-year-old was created in a synthetic environment and a computational experimentation conducted.

“In this particular exercise, we are not modeling each individual recruiter but in the future exercise, we will model recruiters as an agent, too,” said Chaturvedi. “So, there we can start building the different skill sets and different demographics and different abilities of the recruiters.”

According to Col. Peter Vangjel, deputy commanding general, West, the value of the simulation was to generate ideas and concepts for strategic level discussion. What will the future recruiting force look like? Will the 79R cadre recruiter provide the leadership to a smaller detailed force?

“The senior leadership around the front table will have to work our way through defining and refining core competencies with a view not toward yesterday, with a view not necessarily toward today, but with at least a notion of what the future holds,” said Maj. Gen. Michael Rochelle, commanding general.

Is it possible that in the future recruiters can make mission with ADHQ leads without doing P-1 or P-2? In short, can the recruiter of the future stop doing face-to-face prospecting? Can advertising be used to get people to come to us rather than us going to them?

The cliché saying that “it’s not whether you win or lose but how you play the game” wasn’t necessarily true in this case. The ideas exchanged and discussions generated were more important than the gaming.

After each session, brigade courses of action were briefed

to USAREC leadership. Ideas ranged from setting up kiosks at retail supercenters, to moving recruiters to more suburban geographic areas, to establishing on-campus college recruiting stations, to establishing applicant processing centers staffed by outsourcing.

At the close of “Operation Future Gold,” it seemed the model had proved less flexible than some players would have liked. For example, it did not allow changes in battalion boundaries, a course of action that a couple of brigades had wanted to use.

“It must allow us to tailor our inputs,” said Col. James Granger, 5th Recruiting Brigade. “We were only able to make



(Left to right) Lt. Col. Donna Korycinski, Center for Accessions Research; Alok Chaturvedi, Ph.D, Director, e-Business Research Center; Dan Dolk, Ph.D., Naval Post Graduate School, and Chee Mun Foong, Senior Architect, Purdue Technology Center, evaluate input from brigade and battalion leadership fed into the simulated business model.

Photo by Walt Kloeppel

moves of people versus moves of concepts. Decisions that cannot be put in ones and zeros in computer language, it could not account for.”

Although business modeling has been around for more than 10 years, it remains a growing technology and improvements are continuously being worked.

Granger also believes that models such as this one will never be the sole method of making leadership decisions, but he said, business models could possibly be an additional tool for commanders to use when considering changes that would be risky in the real world.

“In simulation, you can change your move and start again,” said Chaturvedi. According to Chaturvedi, the experiment provided a way to look at business practices without the cost of actually making business practice changes.

# Smokin'

## Tony Schumacher is on a Hot Streak

Photo by Walt Kloeppel



Aug 17th - Runner-up at Lucas Oil Nationals in Brainerd

Sept 7th - Captures his third MAC Tools U.S. Nationals in four years with a win at Indy

Sept 7th - Career best elapsed time at Indy with a 4.498

Sept 12th - Quickest Run in NHRA history with a 4.465 at Reading

Sept 22nd - Wins O'Reilly Mid-South Nationals at Memphis

Sept 22nd - Moved into third in points standings

Sept 28th - Career best elapsed time of 4.464 at Chicago

Oct 4th - Qualifies first at Reading

Oct 5th - Sets a new National NHRA ET Record at Reading with a 4.441

Oct 5th - Wins Lucas Oil Nationals at Reading



Tony Schumacher lights up the night sky over the U.S. Nationals in Indy.

Recruiter Journal / November 2003



# Schumacher Wows Army-Friendly Crowd

By Mary Miller, Sacramento Battalion

**O**n Friday, Aug. 1, target-aged leads from various local high schools in Northern California were invited to Infineon Raceway (formerly Sears Point, Calif.) to listen to Tony Schumacher. Tony discussed how his team of mechanics parallels the way the U.S. Army trains Soldiers.

Schumacher explained, "This race car team is no different than being in the Army and going through basic training. In basic, all of you will realize that together you make a great team, but the Army also recognizes each and every one of you as an individual as well. We all have our specialties and that does not change when you join the Army."

Schumacher explained that without the expertise of all 10 mechanics that work on various parts of the car, it would be impossible to do the job alone.

"Team members are as special as the unique mechanical and electronical abilities they have and I will always remember that together all of us make this a mean racing team," said Tony.

Soldiers, DEP members, and civilians were impressed as they watched the Army of One team tear down and totally rebuild the engine in less than 75 minutes.

They were truly impressive removing and checking all the parts and putting them back together in such a short time — ready to race again.

Timing is definitely the key in realizing the team's goals for not only rebuilding the car's engine in 75 minutes or less but also identifying any potential engine problems from parts that may have become worn or damaged.

Schumacher was the 1999 Top Fuel world champion driver and is now the Army's most passionate spokesperson in the Army's campaign against attrition. His enthusiasm was the backbone of the Youth Education Services program held Friday before the weekend race and forms the foothold for recruiters selling the Army.

On Saturday a huge gathering of delayed entry program Soldiers from the Bay area met with Schumacher at the booth housing his car and listened to Tony's presentation promoting teamwork and individuality as it parallels in the racing industry and the U.S. Army.

Brigade commander, Col. Roger Behringer, and battalion commander, Lt. Col. Michael Keris, met with Schumacher and all the delayed entry program Soldiers at the race car booth. Schumacher spoke with them with as much enthusiasm as he had on Friday with students from the Youth Education Services program.

Schumacher explained that his race team was similar to basic training in the sense that all the delayed enlistment Soldiers will push, help, and also train each other in their teamwork as a group.

Maj. Jose "Frank" Garcia gave an awareness briefing consisting of safety, the interactive area, Tony's pit area, and the hospitality location and when to report before leaving the raceway.

A racing concession stand located next to the hospitality area offered souvenirs, T-shirts, hats, ear plugs, miniature models of all the racing cars, and many more keepsakes for race car enthusiasts to remember their adventure at the track.

The interactive area drew huge crowds who had an opportunity to take a ride in the motion simulator, climb the Army's rock wall, have custom dog tags made, and get their own copy of the America's Army CD to load on their personal computer.



Jenna Coleman, North Bay Company DEP member, earned a racing hat for her referrals while Joshua Fuller, East Bay Company DEP member, earned a racing jacket and was the Honorary Crewmember riding in the HUMVEE for all of his referrals.

# The ABCs of Suicide Prevention Part 2

By Lt. Col. Jerry Swanner, DA Personnel Human Resources Policy  
Reprinted with permission by Countermeasure magazine

**A** young Soldier who ran his unit's arms room fell in love with a female officer. She made it clear that she could not have a romantic relationship with the young Soldier. Despondent, he went to the arms room, took an M-16 from the shelf, loaded it, and shot himself in the head. During the many years that have passed, I often have wondered about that Soldier and the things he missed in life. There would have been another girl; one failed relationship was not worth ending his life. In a moment when he wasn't thinking clearly, he chose a permanent answer to a temporary problem. Suicide is the worst answer to life's problems, but it's a choice some Soldiers continue to make. (Editor, Countermeasure)

Between 1997 and 1999, Army suicides increased by 27 percent. In 2000, the Army Chief of Staff called suicide a "serious problem" and directed a complete review of the Army Suicide Prevention Program. He called for a campaign that would refine the ASPP, making use of the best-available science and increasing awareness and vigilance. He further stated that for the program to be effective it must involve leaders, be proactive, and provide improved training and education.

The offices of the Army G-1, Army Surgeon General, and Chief of Chaplains began evaluating the existing program and later recommended some refinements, which they briefed to the CSA. Although many of the existing program's original concepts were kept, there was a new emphasis that incorporated the CSA's guidance. That guidance evolved into four "pillars" intended to help reduce suicides. Those pillars are:

- ★ Develop positive life-coping skills.
- ★ Encourage help-seeking behavior.
- ★ Maintain constant vigilance.
- ★ Integrate and synchronize unit and community suicide prevention programs.

These refinements were approved, and the campaign to use these changes began in 2001. Coupled with a renewed command interest in suicide prevention, the campaign contributed to the Army's lowest suicide rate on record in 26 years. However, the ASPP would suffer its toughest challenge following the events of Sept. 11, 2001. Increased operations tempo, deployments, combat operations, and uncertainty have increased stress for Soldiers and their families. Army suicide rates now are climbing closer to the rates seen in the late 1990s. However, despite the increased stress, those units that have remained focused on their suicide prevention programs have been able to reduce suicides.

When it comes to saving lives there are many key roles, all of which are vital. These roles are founded upon the basic suicide prevention principles of:

- Recognizing anyone can be at risk for suicide.
- Involving various installation and local community support agencies.
- Believing that most suicides can be prevented.
- Trusting that leadership and training can make a difference and save lives.

Now we'll take a closer look at those roles and give you some checklists to help reduce the suicide risk within your organization.

## All Soldiers

• If you are having a tough time with a personal relationship, financial hardships, think that you are drinking too much, or feeling depressed, talk to someone. Talking to friends, family, "battle buddies," or a trusted agent such as a chaplain or counselor about your problem is a sign of maturity.

• If you ever reach a point in your life when you are thinking about hurting yourself — STOP! Save yourself by seeking help immediately! Do not allow a temporary problem or situation to ruin (or possibly end) your life.

## "Buddies"

- Know the warning signs of suicide, including the leading



“triggers” or losses that can lead Soldiers to consider or commit suicide.

- Take immediate action when you suspect someone is suicidal or when a person admits they are contemplating suicide.
- Become aware of local support services and how they can provide help.

## First-Line Supervisors and Leaders

- Know when your Soldiers and employees are facing a life stressor. Recognize when their behavior or performance has changed.
- Assess each of your Soldiers’ life-coping skills and seek opportunities to positively influence their behavior.
- Ensure your Soldiers are trained properly in suicide prevention and awareness.
- Create an atmosphere of inclusion for all — never ostracize anyone.
- Know the potential triggers for suicide.
- Know the potential warning signs of mental illness.
- Promote the use of available support services.
- Reduce the perceived stigma regarding behavioral health.

## Commanders

- Ensure your unit ministry teams are aware when a Soldier is facing marital or relationship problems, the loss of a loved one, pending Uniform Code of Military Justice actions or separation, or financial hardships.
- Ensure all newly assigned Soldiers are aware of the location of installation support agencies and know how to get help through them.
- Conduct officer and noncommissioned officer professional development training that focuses on aspects of mental health.
- Ensure that your UMTs have received formal suicide prevention training. This training can be conducted in conjunction with the new Army Suicide Prevention Training Program.
- Ensure that all UMT members have been through the Living Works Applied Suicide Intervention Skills Training two-day workshop. Ensure that all leaders understand how to use ASIST-trained individuals to determine the risk of suicide for their Soldiers.
- Promote help-seeking behavior as a sign of strength.
- Develop well-defined procedures for registering and storing privately owned weapons.
- Know if your Soldiers have access to personal firearms at their place of residence.
- Ensure any guardsmen or reservists attached to your unit for deployment have received suicide prevention training before deployment.
- Limit the use of the “command interest profile,” formerly known as the “suicide watch.” Only use under the advice of a behavioral health professional or when local emergency services are not available.

## Unit Ministry Teams

- Become ASIST T-2 trained.
- Attend formal suicide prevention and awareness training offered through the Office of the Chief of Chaplains.

• Download the U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM) *Resource Manual for Suicide Prevention*.

- Keep your commander informed on current suicide statistics and demographics. Explain the high-risk categories to commanders.

## Behavioral Health Professionals

- Ensure your 91X’s (mental health specialists) are ASIST T-2 trained.
- Work closely with chaplains when addressing the overall welfare of Soldiers under your care.
- Offer OPD and NCOPD classes on basic mental health.
- Pursue opportunities to make services and counselors more available and accessible.

## Installation Suicide Prevention Standing Committees

- Establish a suicide prevention program specifically tailored for your installation.
- Help the installation and local commanders implement their suicide prevention programs.
- Track the percentage of all assigned chaplains who have received formal suicide prevention training.
- Ensure that commanders and senior NCOs are aware of local support agencies and how to refer Soldiers who need help.
- Ensure there are enough behavioral health personnel to meet the needs of the installation and that someone is always available for crisis intervention or assessment.
- Ensure that commanders are provided timely feedback from support agencies concerning the effectiveness of their Soldiers’ treatment.
- Encourage stress management programs for Soldiers and family members, especially during times of increased OPTEMPO or deployments.
- Track the number of ASIST T-4 and T-2 level crisis intervention-trained personnel on post.
- Review and publicize emergency procedures available to all Soldiers and family members, such as crisis hotlines and suicide awareness cards.
- Ensure newly assigned Soldiers are briefed on installation support agencies during in-processing.
- Ensure dependent school personnel are trained to identify and refer for help individuals at risk for suicide.
- Establish procedures for creating and using an installation suicide response team or other critical event debriefing team.

To help you implement the Army’s new Suicide Prevention Campaign, the Army G-1 has formed a team of chaplains and behavioral health professionals that are available for staff assistance visits. These visits range from conducting formal suicide prevention training to junior leaders, major subordinate command commanders, and command sergeants major, to consultation visits with installation suicide prevention committees. To arrange a staff assistance visit contact the ASPP manager, Lt. Col. Jerry Swanner, at [jerry.swanner@hqda.army.mil](mailto:jerry.swanner@hqda.army.mil) or call him at 703-614-7946, DSN 224-7946.





**Staff Sgt. Dawn Adams is a safety and special teams punt returner with the Detroit Demolition.**

## Westland Station Recruiter Punts for an All Female Professional Football Team

*Story and photos by Bruce Huffman, Great Lakes Battalion*

Since her humble beginning of childhood pick-up games in the mean streets of northwest Detroit, Staff Sgt. Dawn Adams, a Westland Station, Westland, Mich., recruiter, has expanded her love of sports by running track and field for Iowa State University and as an Army World Class Athlete. Most recently she is a strong safety and special teams punt returner with the Detroit Demolition, an all female professional football team in the National Women's Football Association.

Adams' childhood was unfortunately shortened when her mother was murdered in a case of mistaken identity. She grew up with her grandparents and helped raise her two younger brothers and sister. It was at this time that Adams developed a passion for sports that endures to this day.

"When I was younger I took in a meet or a game whenever I could," said Adams. "My brothers looked up to me, and I relied heavily on sports to keep them busy," she said. "Competition takes my mind off everything else and helps me release my frustrations," said Adams. After graduating from Cooley High School in 1989, Adams went to Iowa State University for a year and a half and ran track and field before enlisting in the U.S. Army. "I wanted to further my education and athletic career," said Adams. According to Adams, the U.S. Army and organized athletics are similar with respect to teamwork and camaraderie.

Adams enlisted as a 44 Machinist and participated in intramural sports at her post in Wurzburg, Germany. It didn't

take long for others to notice her athletic abilities and she soon began running track and field as an Army World Class Athlete. "There's no telling where I'd be now without sports," said Adams. "Sports are my life," she said. With a smile, she explained how her husband would sit as far away from her as he could during sporting events, because she would get so excited.

After six years, Adams left Germany for Fort Carson, Colo., and subsequently was stationed at Camp Castle, Korea, where she continued to compete as a World Class Athlete, never losing a meet the entire time. When she wasn't competing in track meets, she officiated high school and community football games, while in her mind she fought back an insatiable urge to play the game herself. In June 2002, she came to Michigan on recruiting duty and was not able to run track for the Army any more. In search of an activity to fill the void while recruiting, Adams began playing organized football with the Detroit Demolition, a woman's professional football team in February 2003.

The National Women's Football Association began in 2000 with just two teams, and has expanded every year since, increasing in both size and popularity. According to its founder Catherine Masters, a Detroit, Mich., native, the Association fielded 29 teams in 2003 and will have just under 40 teams in 2004. "It's hard in female sports, because there aren't many participants, but people are catching on to the concept," said Adams. At 5 feet 2 inches and 136 pounds, this wiry Army track star has found her niche in women's professional football. On the third game of their eight game season, Adams ran a 93-yard punt return for a touch down, slightly injuring her hip.

"The way she runs the ball, she thinks she's still running track," said Lisa Niles, Detroit Demolition teammate. In 2003 Dawn and the Detroit Demolition were 8-0 for the season, winning the Super Bowl Championship game over the Pensacola Power in the 4th quarter with a score of 28-21. This game was played in the Vanderbilt University Stadium and was the largest venue to ever host a women's football game.

I think it's great that she can participate in something that she really loves," said Capt. Rocky Mack, Adams' Dearborn Company commander.

"Staff Sgt. Adams is a prime example how you can overcome anything with the right attitude," said Mack. "You can still have a life outside the Army even on recruiting duty. This is particularly important to the females who are considering enlisting," said Mack. "Staff Sgt. Adams is a tough Soldier and an inspiration to everyone."



**Staff Sgt. Dawn Adams on the field with her teammates.**



## Great Lakes Fathers Congratulate Their Sons

*Story and photos by Mark D. Czarnecki, Great Lakes Battalion*

An Army of One® is proud to welcome two of its newest members, Pvt. John D. Vernon and Pvt. Kirk C. Watson. Both are sons of two Great Lakes Recruiting Battalion leaders.

Vernon, son of Lt. Col. John D. Vernon, battalion commander, is fourth generation Army. Following in his forefathers' footsteps, Vernon enlisted in the Army to serve his country, as his great-grandfather did in World War I, his grandfather in World War II, and his father during Desert Storm, Bosnia, and Kosovo.

Vernon wants to make a difference in the war on terrorism. He is a member of the National Honor Society and starting tight end for the Bath High School football team. He believes you make a difference one person at a time, not by sitting on the sidelines while current events pass you by.

Vernon enlisted June 27, 2003 as an infantry recruit. Included in his enlistment is Option 40, Airborne Ranger, Option 50, Partnership for Youth Success, and Option 375, Enlistment Bonus Plus \$50,000 Army College Fund.

Vernon is a member of the graduating class of 2004 and has a scheduled basic training ship date shortly after graduation.

Another new member, Pvt. Kirk C. Watson, son of Sgt. 1st Class Carlos E. Watson, Lansing Central station commander, is also fourth generation military. His great-grandfather served in both World War I and II, his grandfather served as a Marine in Vietnam, and his father served in Desert Storm and Haiti.

Watson is a member of the graduating class of 2004 at Everett High School. He has been an honor student throughout his high school tenure and has participated in wrestling, football, basketball, and track.

Watson enlisted July 28, 2003, as an information systems operator for six years. He received associated Option 3, Training of Choice, and Option 50, Partnership for Youth Success.



Lt. Col. John Vernon, Great Lakes Battalion commander, congratulates his son John on his enlistment.

Lt. Col. John Vernon's great-grandfather, Jim Vernon, (left) served in World War I and his grandfather, George Vernon, (right) served in World War II.



Sgt. 1st Class Carlos Watson, Lansing Station commander, congratulates his son, Kirk.



## Honolulu TAIR Event Shows Off Mine Sweeping Robot

Hawaii recruiter Sgt. Johnny Nguyen (left) assists Spc. Brian Watts and Staff Sgt. Brian Howard (not pictured) of the 706 Explosive Ordnance Detachment at Schofield Barracks, Hawaii during a TAIR (Total Army Involvement in Recruiting) event at Kalani High School in Honolulu. Members of the EOD team were demonstrating their Remote Ordnance Neutralization Systems mine sweeping robot to several hundred students at the school. Sgt. Nguyen says this type event has been an effective lead gathering tool. *Photo by Ray Graham, U. S. Army Recruiting Company Honolulu*



## Memphis East Recruiter Bounces Back After Chaos Caused by Severe Weather

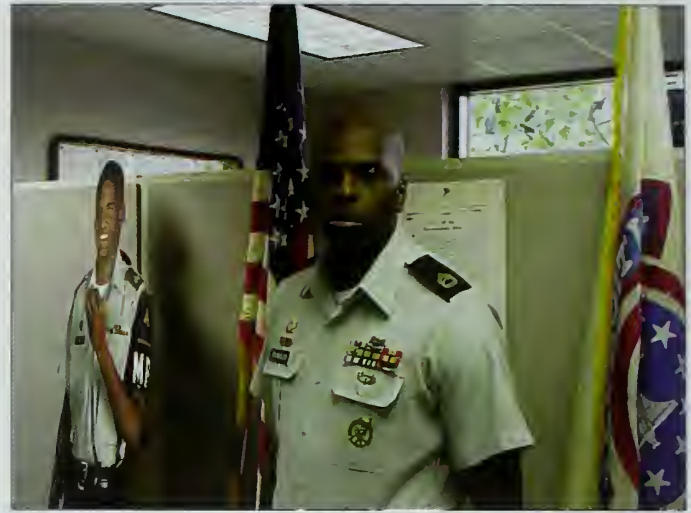
A series of severe weather systems in July brought destruction and utter chaos to Memphis, Tenn., and the surrounding area. A recruiter at the Memphis East recruiting station saw his efforts to make mission hampered by the aftermath of the storm.

But Sgt. 1st Class Carlos Reynolds vowed to bounce back in August.

"Our lives are not determined by what happens to us, but by the attitude we bring to life," Reynolds said. "A positive attitude causes a chain reaction of positive thoughts, events and outcomes. Attitude is the one thing that causes a positive spark that can ignite the team."

Reynolds did just as he promised. He enlisted three quality applicants and four other applicants to lead the overall recruiting efforts of the Memphis Recruiting Company and become its top producer for August. His efforts placed him in the top five percent of recruiters in the Jackson Recruiting Battalion.

Reynolds, a Tennessee native, said he is well connected to the community. This, he believes, is among the reasons he has enjoyed such a measure of success during August and for other months before that.



**Sgt. 1st Class Carlos Reynolds** lead the overall recruiting efforts of the Memphis Recruiting Company and was its top producer in August.

"Having a relationship with the community, and having them understand your purpose is paramount," Reynolds said. "You have to have pride in what you do. Pride is a personal commitment. It is an attitude which separates excellence from mediocrity."

Reynolds said his success has prompted other people to ask him: "When will you convert to 79R?"

The answer to that question will be saved for another time.

## Sarasota Recruits Arabic Interpreter

*Story and photo by Jena Stephenson, Tampa Battalion*

A Sarasota resident enlisted into the U.S. Army as an Arabic interpreter as part of a pilot test for recruiting interpreters into the Individual Ready Reserve. Through this program, the Army hopes to enlist Arabic, Dari, and Pashto speaking individuals to meet critical foreign language requirements.

Naoufel Mejri is the son of Leila and Habib Mejri of the Republic of Tunisia. He enlisted in the Army on Aug. 12, 2003, as a Translator Aide/Tunisian, for eight years in the IRR.

Mejri went to Fort Sill, Okla., for two-weeks inprocessing, and then to Lackland Air Force Base for 14 weeks for the English as a Second Language (ESL) course. After successful completion of ESL, he will return to Sarasota, where he will work as a Hometown Recruiter Assistant until he leaves for basic training and advanced individual training at Fort Jackson, S.C., in January 2004. Mejri will then be available for future military assignments requiring his language skills. The principal deputy under secretary of defense described the position as an age-appropriate training program that would result in the translators being trained "somewhere between embedded journalists and Soldiers."

Mejri, who is 27 years old, was born in the Republic of

Tunisia. He came to the U.S. in September 1998. Prior to his leaving Tunisia, he was in the Tunisian Army, where he served as a paratrooper from September 1996 to December 1997.

Mejri has been trying to enlist into the Army for the past 16 months because he wants to better his life and serve his new country. He is anxious to acquire his U.S. citizenship as soon as possible.

"I am so happy to be able to serve my country in such a way," Mejri said. "I look forward to becoming a Soldier and performing my responsibilities as a citizen."



**Maj. Paul Tyrrell**, Tampa Battalion executive officer, congratulates Naoufel Mejri, who enlisted into the IRR as a Translator Aide/Tunisian.





Emily Thompson throws a swift kick past the head of her Taekwondo instructor, Matt Ticonni.

## World Champion — An Army of One®

*Story and photos by Bruce Hnffinan, Great Lakes Battalion*

With confidence and poise, 17-year-old First Degree Black Belt Emily Thompson assumes a battle stance in front of an ever-increasing wall of trophies in her bedroom. In just four years of Taekwondo, she's earned the respect of her peers and the American Taekwondo Association Women's Sparring World Championship, but now she faces perhaps the most daunting challenge of all, becoming An Army of One®.

When Staff Sgt. Jerry Weese, Traverse City, Mich., first met Thompson and her family at their home in November 2002, he had no idea about the extent of Thompson's involvement in Taekwondo. According to Weese, Thompson didn't want any special treatment, so she downplayed her Taekwondo world ranking until after she had already enlisted. "I was really surprised when I found out how good she was," said Weese. "I assured her that the drill sergeants treat everyone the same during basic training, because it was important to her that she be treated the same as everyone else."

In addition to being a World Champion, Thompson was also an honor student and 2003 graduate from Traverse City Central High School. "Thompson is extremely focused on everything she does," said Patricia Mericle, Thompson's high school guidance counselor of three years. "She's taken a rigorous schedule of college prep, and advanced placement classes and maintained a strong GPA," said Mericle. "She also played softball, was a teaching assistant, and a member of the National Honor Society. She's very articulate and has a strong sense of who she is and what she wants."

"What Thompson wants, is to be a Soldier," said Weese, Thompson's recruiter.

Thompson shipped to Fort Leonard Wood, Mo., for basic training and will subsequently go to Fort Huachuca, Ariz., for her specialty training in the intelligence field. According to Weese, she wants to use the Army as a steppingstone to get

her education and become an FBI or CIA agent someday.

"Her parents were part of the decision process from the beginning, and although they were skeptical at first, after weighing the facts, they knew Thompson chose the Army for all the right reasons," said Weese. "Thompson is an exceptionally bright young lady who had a lot of options before, but the Army will open even more doors for her and help her get what she really wants," said Weese. In addition to a college education and a job in intelligence, which is something that has always interested her, according to Weese, Thompson also wants to become a member of the U.S. Army Taekwondo Team. "It shouldn't be a problem for the current World Champion," said Weese.

"Emily is a tough kid, who has everything going for her," said Pat Bowen, the assistant principal's secretary at Traverse City Central High School. Bowen has known Thompson for three years, and they recently attended a student law enforcement academy put on by the Traverse City Police Department. Out of a group of 23 students, Thompson and Bowen were the only two female cadets to make it through the physical fitness portion of the boot camp style academy, according to Bowen.

"Thompson is driven and when she wants to do something, nothing will stop her. She was a great student and could have taken the traditional route straight to college, but didn't," said Bowen. "I wasn't surprised when she joined the Army, but I would have been surprised if she didn't," said Bowen. Thompson also attended the State Police Academy in Lansing over the summer. "It was the hardest thing I've ever done in my life," said Thompson. "I wanted to go through it to get in shape for basic training and mentally prepare myself," she said. "This was my first taste of real military style discipline. It's different knowing that you're not leaving when you're done."

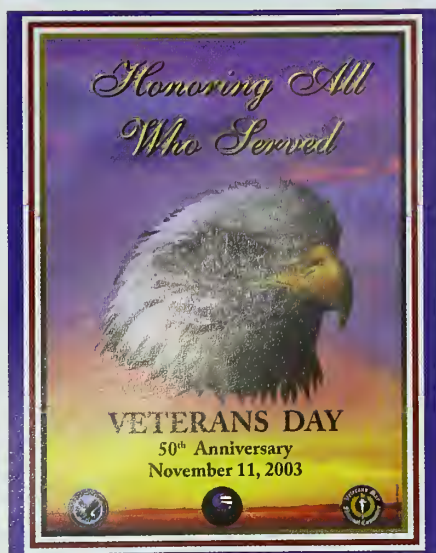
Thompson trains religiously with her Taekwondo instructor, Matt Ticoni. "If you want to be the best, you have to train with the best," said Thompson. "Taekwondo is about respect for the instructor, the same as the military," said Lindsey Thompson, Thompson's mom. "Emily is the youngest of our four children, and I think she gained a lot of confidence from Taekwondo. Her respect and confidence has increased, and I know she will succeed, because of Taekwondo," said mom.

Thompson got \$40,000 for college and a \$1,000 signing bonus. She says the physical fitness, discipline, Army teamwork, and high tech intelligence training are benefits that she just couldn't pass up. "You can't get any of this at Ferris State University," said Thompson, obviously happy with her choice. "Being a Soldier is an honorable thing," said Thompson. "To be a Soldier you must have undying faith in your country and belief in yourself and those around you." "This is possible because you have an entire force, An Army of One® behind you."



Emily Thompson with her recruiter, Staff Sgt. Jerry Weese, Great Lakes Battalion.





## New 'Human Resources Command' to Go Online

*Army News Service*

Visitors to the U.S. Army Personnel Command and Army Reserve Personnel Command's Web pages saw a new look in October.

PERSCOM and AR-PERSCOM merged to form the U.S. Army Human Resources Command on Oct. 2 in a Pentagon courtyard ceremony.

The new HRC Web page went online that day, according to Col. Marshall Fite, the PERSCOM chief information officer. The front page links to active and Army Reserve promotion and school information lists, the 'My2xcitizen' portal, Army Knowledge online, Assignment Satisfaction Key, and the Official Military Personnel File page.

"The initial change will just be the front page of the HRC Web site. As the new organization continues to evolve, the Web site will change to reflect the organization," said Fite. "No information will be lost in the transition."

The new page can be accessed at <https://www.hrc.army.mil>.

*Editor's note: Information provided by PERSCOM public affairs*

## Split Disbursements of Settlements Now Mandatory for Military Travelers

*By Sgt. 1st Class Doug Sample, American Forces Press Service*

A new requirement under the 2003 National Defense Authorization Act has

made it mandatory for military government travel card users to use the "split disbursement" option when filing temporary duty travel claims, according to a press release by the Defense Finance and Accounting Office in Indianapolis.

In split disbursement, the government pays the credit card vendor directly when a traveler uses the card and files a voucher for reimbursement, while additional money owed to the traveler goes to the traveler's bank account.

Without split disbursement, the traveler receives the entire voucher settlement and in turn pays the credit card bill.

Until the new policy took effect in April, military people could choose between split disbursement or receiving the entire settlement and paying the credit card bill themselves. Civilian federal workers still have that choice.

Split disbursement is seen as a way to pay the official travel card expenses quickly, and at a cost savings to cardholders, according to information on the DFAS Web site. The option eliminates the need to write out personal checks or pay for stamps to mail payments.

The change also affects partial and accrual payments for long-term temporary travel and local travel, if a government credit card is used.

According to the DFAS release, military travelers must now include all official expenses charged on the credit card in the split disbursement payment block of their travel settlement vouchers. These charges will be paid directly to the vendor — currently Bank of America — by DFAS.

The release states that supervisors, travel approving officials and reviewers must return to military travelers claims that do not accurately reflect charges that are to be paid to the credit card vendor. In addition, a reviewer's signature is required on the travel claim before it is sent to DFAS for payment. The reviewer must also sign off that the split disbursement option is included and the amount of the split disbursement is accurate, the release stated.

The move to make split disbursement mandatory for military traveler may be seen as a way to curb delinquencies in

government credit card accounts held by military personnel. According to a General Accounting Office report in October 2002, military government cardholders were responsible for more than \$60 million in bad debt charged off by Bank of America earlier that year.

But DFAS spokesman Roger Still states on the Web site that overall the number of DOD credit-card holders with delinquent accounts is a "small percentage" of the total population who have the card. He said in August about 1.7 percent of all DOD cardholders had delinquent accounts.

"So the bottom line is, more than 98 percent of DOD cardholders pay their bills on time, while the commercial sector regularly sees delinquency rates of about four percent," he explained.

For more information on the new split disbursement policy, military people should contact their local travel office or go to the DFAS Web site at <http://www.dfas.mil>.

## myPay

myPay is an online system operated by the Defense Finance and Accounting Service currently servicing over two million customers. Cadets and midshipmen from the academies and West Point have been added with the ability to receive their Leave and Earnings Statements and Tax Statements electronically.

Military members may use myPay to view and print current and four prior tax years Tax and Wage Statements (Form W-2). Effective Sept. 17, 2003, all military members and DFAS civilians that already access myPay or request a myPay Personal Identification Number are consenting to receive only an electronic W-2. In January 2004, Army Active, Reserve, and National Guard members will have the same tax statement options for the Student Loan Repayment Program W-2 on myPay.

Army personnel can now obtain their myPay personal identification numbers by using a new online feature called ePIN. ePIN greatly simplifies the process of gaining access to myPay. Personnel can visit the myPay Web site, <https://myPay.dfas.mil>, and click on the "New PIN" button. The system will verify the identity of the user through their Social



Security Number. The user can elect delivery of the PIN by e-mail if the Army Knowledge Online e-mail address is available. Mail and delivery takes place within 48 hours.

myPay delivers other powerful features. With myPay, customers can perform the following activities:

- View, print, and save leave and earning statements
- View, print, and save tax statements
- Change federal and state tax withholdings
- Update bank account and electronic funds transfer information
- Manage allotments (features vary by Armed Service and status)
- Edit address information (features vary by Armed Service and status)
- Purchase U.S. Savings Bonds (features vary by Armed Service and status)
- Control Thrift Savings Plan enrollment (military only)
- View and print travel vouchers (features vary by Armed Service and status)

myPay is simple and secure. Available nearly 24/7, myPay means no waiting in lines or on the phone. Easy to use menus and clear confirmation messages give customers confidence that changes they request are made quickly and correctly.

Strong encryption and secure sockets layer technologies combined with user-unique access make myPay safe to use and protect personal information from unauthorized access.



## Thrift Savings Plan Percentage Increase

The Thrift Savings Plan open window runs from Oct. 15 through Dec. 31, 2003. Soldiers can now choose to elect or change their Basic Pay percentage to nine percent. Soldiers can start or change their TSP deduction by submitting a TSP-U-1 Election Form through their servicing

PAC or they can avoid all of the paperwork by using MyPay at <https://myPay.dfas.mil>

## Increases in the Montgomery GI Bill and Army College Fund

*By Bill Kunisch, Education Division*

The third incremental increase authorized under the Veterans' Benefits Improvement Act of 2001 took effect on Oct. 1, 2003.

The FY 04 MGIB (Chapter 30) figures for the active Army are:

Enlistment	Individual Contributions	Government Contributions	MGIB Total	Monthly Payment
2-years	\$1,200	\$27,600	\$28,800	\$800
3-years	\$1,200	\$34,260	\$35,460	\$985
4-years	\$1,200	\$34,260	\$35,460	\$985

The total amounts of the MGIB + Army College Fund enlistment incentive for FY 04 are as follows:

Enlistment	MGIB	ACF	MGIB+ACF Total	Monthly Payment
2-years	\$28,800	\$1,200	\$30,000	\$ 833.00
3-years	\$35,460	\$1,540	\$37,000	\$1,027.77
4-years	\$35,460	\$6,540	\$42,000	\$1,166.66
5-years	\$35,460	\$11,540	\$47,000	\$1,305.55
6-years	\$35,460	\$14,540	\$50,000	\$1,388.88

Monthly payment amounts are figured on a veteran attending full-time for 36 months.

Ensure applicants are aware that the ACF is a supplement to the MGIB, not a totally separate benefit. For example, an applicant enlisting for two years should realize that they will not receive a MGIB amount of \$28,800 and an ACF amount of \$30,000, but will only receive an MGIB+ACF amount of \$30,000.

Effective Oct. 1, 2003, the Selected Reserve MGIB (Chapter 1606) increases to \$10,152. This means a full-time student will receive \$282 per month for 36 months; a student going three-quarter time will receive \$212 per month for 48 months; and a half-time student will receive \$140 per month for 72 months.

The Selected Reserve MGIB Kicker provides up to \$22,752 (Selected Reserve MGIB + Kicker) for reservists assigned to critical skill positions or critical units. A full-time student may receive a monthly payment up to \$632.

Two other notes on the MGIB:

- Public Law 106-419 repealed the original provisions, which stated that MGIB eligibility is established by the initial period of service. Soldiers who previously enrolled in the MGIB in an earlier term of service, but separated and

did not meet the eligibility requirements for the MGIB during their initial term, are now able to earn eligibility for the MGIB by honorably serving a qualifying period of service (36 months) during a subsequent enlistment. Prior service in the Guard and Reserve does not preclude someone from becoming eligible for the active duty MGIB (Chapter 30). To be eligible for the MGIB during a subsequent enlistment, the individual must have first entered active duty on or after July 1, 1985, and must not have previously declined the MGIB.

- There is a common misconception that the MGIB only covers a bachelor's degree. Veterans can use their MGIB education benefits to defray the cost of a graduate, doctorate or professional degree. They have 10 years from the date of their last discharge to use their benefits. Veterans can continue their education until all months of entitlement are exhausted.

## New PT Regimen Heading Your Way

*Army News Service*



A team from the U.S. Army Physical Fitness School is visiting Army installations to teach a new exercise regimen that includes pull-ups, the shuttle sprint, squat bender, rower, and forward lunge.

The school's commandant visited Fort Bliss to teach physical training instructors the exercises designed to improve muscle strength, endurance, and mobility, while focusing on fitness for everyday life. There are no immediate plans to change the Army's physical fitness test, officials said, just how soldiers prepare for it.

The 6th Air Defense Artillery Brigade sponsored the training that involved more than 60 soldiers from various units on Bliss, including National Guard soldiers and German Air Force members.

Fort Bliss was the first Army installation to be introduced to the new program that was just approved for trial in September.

Lt. Col. William Rieger, U.S. Army Physical Fitness School commandant, and deputy commandant Frank Palkoska, both said that the new PT would be standardized, disciplined and have a more military appearance.



They also said that the program would be more designed toward the individual Soldier's needs and ability and not just a "mass one" type of participation.

Some of the key points in the program will be:

- Improve physical fitness while controlling injuries
- Progressively condition and strengthen Soldiers
- Develop Soldiers' self-confidence and discipline

"We're going to be training as we fight," said Sgt. Jeffrey J. Hernandez, Headquarters and Headquarters Battery, 6th ADA Brigade.

"We had a lot of injuries in the past," Hernandez said. He said that the USAPFS is set to teach this PT to basic trainees and anticipates saving money on hospital costs.

"With these exercises we will be able to better control injuries," said Staff Sgt. Emerson Hazzard, 6th Brigade operations noncommissioned officer and student of the new PT demonstration class. "We'll never be able to get rid of injuries. The Army had to come up with a plan to get the max amount out of a soldier without breaking him," Hazzard said.

Rieger said that this program is not a drastic change from what the Army has always been doing, it's just doing it better. "There's no bad exercise, only exercises that are done incorrectly or with the improper intensity, order, volume, and amount of repetitions," Rieger said.

Palkoska said that when he teaches Soldiers in the field, he wants to make sure they understand why they are being taught the particular way of doing the exercises and why they could endure longer if they use the USAPFS program.

In addition, both Rieger and Palkoska said that this program would improve

Soldier performance that is related to their jobs.

For instance, if a Soldier has a job that requires him or her to move fast in a moment's notice, the shuttle sprint or start, stop and change direction run that was taught should help with that.

"An active or dynamic exercise like the forward lunge is better for stretching," Rieger said. He said the USAPFS wanted Soldiers to do exercises that applied to the functional strength of what they're doing. For instance, he said the high jumper works with Soldiers who are airborne.

Rieger said that part of the program was designed to train the muscles to respond anaerobically, using less oxygen, as well as aerobically, using more oxygen.

"You have to stress the body in different ways with a combination of activities to improve," Rieger said. He suggested doing one minute of push-ups with no rest to assess strength.

"We're educating Soldiers so they know they can do it and believe they can do it, because they've practiced it on a regular basis," Palkoska said.

Fort Jackson, S.C., is the next installation on Rieger and Palkoska's list.

"We're going to every single installation in the Army," Rieger said, adding that it may take a couple of years.

Staff Sgt. Steven Saenz, an instructor at the fitness school, said that a new Army Field Manual 21-20, (Physical Fitness) is currently in the works, but will not be out for a few years.

## U.S. Hispanic Chamber of Commerce Presents Prestigious "Chair's Award" to Brig. Gen. Bernardo C. Negrete

*By Lynn Denney, U.S. Army Accessions Command*

The United States Hispanic Chamber of Commerce presented its National and Regional Awards at its 24th Annual National Convention in Phoenix, Ariz. Brig. Gen. Bernardo C. Negrete was presented with the USHCC's prestigious "Chair's Award." This award honors an individual who demonstrates a commitment to the betterment of the



**Brig. Gen. Bernardo C. Negrete receiving the Chair's Award from U.S. Hispanic Chamber of Commerce Chair, J. R. Gonzalez, at the 24th Annual National Convention and Business Expo in Phoenix, Ariz.**

USHCC and its constituency.

The U.S. Hispanic Chamber of Commerce represents the interests of more than 1.2 million Hispanic-owned businesses in the United States and Puerto Rico, which earn more than \$200 billion annually. It serves as the umbrella organization for more than 200 local Hispanic chambers nationwide, and it actively promotes the economic growth and development of Hispanic entrepreneurs.

This esteemed award recognizes Negrete's support and ongoing commitment to the Hispanic community across the nation. For the past several years, he has been in charge of running the Army program that aims to attract more Hispanics to serve. Negrete said, "The Army has an underrepresented Hispanic population." When he began the program, the Hispanic population of the Army was about 8 percent and has been steadily increasing since USAREC gave its recruiters specific goals to meet in order to bring the Hispanic population of the Army up to par with the general population of the country. The Army's plan seems to be working well and calls for achieving parity by 2006.

Negrete said, "It's unfortunate that in this date and age we still have to convince people that everybody is equal." He added that he believes the military probably has the best melding of tolerance of anywhere in our society and he is proud of that. "It's good for the military and society at large because so





many of our kids get out and go back into society and tend to learn from their military service and carry that learning with them. The Army is the place for young people from all walks of life, from every village, town, or country lane, to bring their aspirations, motivation and desire, whether it is for two or 20 years. The Army will teach them skills, self-discipline, values, responsibility, team-building, and the Army will return to America better citizens."

Negrete recently said, "I think I'm an example. I'm a Cuban refugee who came to this country when I was 10 years old and flunked the sixth grade because I couldn't speak English." However, this former Cuban refugee now is a brigadier general who speaks unaccented English. He is currently serving as the Deputy Commanding General/Chief of Staff for the U.S. Army Accessions Command, Fort Monroe, Va.

In August 2003 he was selected for the Leadership Achievement Award by Hispanic Magazine." When asked about how to inspire young Latinos to achieve success, he said, "This is a country where anybody can succeed, given the right education. The opportunities are there. The Army is just one of the opportunities that's a great conduit for success."



Photo by Staff Sgt. Melissa M. Novakovich

The members of the U.S. Army Parachute Team "Golden Knights," Four-way Formation Skydiving Team stand on the podium and accept their silver medal for their performance in the four-way discipline at the 2003 World Skydiving Championships held in Gap, France, Sept. 6-13.

## In-state Tuition Info Now Available to Army Family Online

*Army News Service*

The Army Continuing Education System launched the In-State Tuition Web site Sept. 15.

"The site provides information on state policies and laws regarding in-state tuition eligibility requirements for military personnel and their families," said Mike Tevnan, education specialist at the U.S. Army Human Resources Command.

The site will also track the initiative's progress to achieve common policies in all states, Tevnan said.

The Army contacted each state asking them to consider their residency requirements for in-state tuition in light of the Army's goals for common policies. The desired outcome, Tevnan said, is eligibility for in-state tuition rates under each of the following conditions: in-state tuition for Soldiers and family members within the state of legal residence; immediate in-state tuition for Soldiers and family members in the state of assignment; and continuity of in-state tuition once established.

Users of the new Web site will be able to tell whether a particular state meets all three criteria by simply clicking on "Summary by State." A map will then pop onto the screen and users can click on the state of interest.

Other features of the Web site include a section of "Frequently Asked Questions," which can serve as a starting point for those accessing the site, Tevnan said.

In addition, a news section on the home page discusses any new developments or updates related to in-state tuition, and the references section will provide links to military education Web sites, scholarship Web sites, and other important information that may be of further assistance.

Currently, 43 states have policy or legislation that meets two of the three goals, 19 of which meet all three criteria of the model policy, Tevnan said.

Delaware, Illinois, Indiana, Michigan, South Dakota, Vermont, and Virginia still have policies that are unfavorable to the military or no policy at all, he said.

The In-State Tuition Web site can be accessed by logging onto the ACES Web site: [www.armyeducation.army.mil/InState/index.htm](http://www.armyeducation.army.mil/InState/index.htm).

*(Editor's note: Information provided by the U.S. Army Human Resources Command.)*



Photo by Staff Sgt. Melissa M. Novakovich

Sgt. 1st Class Elisa Feldt makes her final approach toward the target while competing in the accuracy competition of the 2003 World Skydiving Championships. The U.S. women's accuracy team won the bronze medal. The competition was held Sept. 6-13 in Gap, France.

## New goarmy Web series

The Army is launching a new Web series called "2400/7 — A Day in the Life of An Army of One." This new addition to the goarmy Web site follows eight Soldiers throughout their day-to-day lives, from work to home. See what it's really like to be a part of the Army family. A teaser for the new Web series 2400/7 is on [www.goarmy.com](http://www.goarmy.com).

The television promotion for the new Web series, introducing a new Soldier every two weeks, runs through March 2004. The first television spots aired in October and the Web series went online Oct. 13. Seeing this teaser is really like previewing the way Army recruiting advertising will be rolling out over the next several months.

The television spots are designed to drive traffic to [goarmy.com](http://goarmy.com) to get the rest of the story. The series shows the real everyday life of eight Soldiers, serving their nation 24 hours a day, seven days a week, representing a variety of MOSs and duty locations. Each Soldier profile will roll out with a spot on television for three weeks and detailed profiles and associated material on the Web site providing more information.



## Gold Badges



RSM SEPTEMBER 2003

### ALBANY

SFC Mark Morissey  
SFC David Stuffer  
SSG Michael Ogonowski  
SSG Andrew Payeur  
SSG David Bucklin  
SSG James Bender  
SSG Terry Messman Jr.  
SGT Timothy Wallace

### ATLANTA

SSG Tei Tawiah

### BALTIMORE

SFC Walter Davis  
SFC George Davis  
SSG David Smith  
SSG Daniel Schell  
SGT James Knight

### CHICAGO

SSG Maynor Delgado  
SSG John Ramirez  
SGT Ronny Brown  
SGT Jeremiah Perez  
SGT Michael Dukes

### CLEVELAND

SFC Doug Hoffman

### DALLAS

SSG Adam Drake  
SSG Robert Hollis  
SSG Eric Espino  
SSG Abel Chavez  
SGT Forrest Westall Jr.

SGT Jerry Morales  
CPL Daniel Villegas  
CPL Michael Witschoke

### DENVER

SFC Schon Trivelpiece  
SSG Raymond Garcia

### JACKSON

SSG Carlos Smith  
**JACKSONVILLE**

SSG Andre Melville  
SSG Christopher Walker  
**KANSAS CITY**

SFC Ronnie Allen  
SSG Joseph Buckler  
SSG James Clarke  
SSG Thomas Hutchinson  
SSG James McKee

SSG Jared White  
SGT Jeffery Stone  
SGT Raymond Miller  
SGT Matthew Crawford  
**LOS ANGELES**

### LOS ANGELES

SFC Richard Hefner  
SSG Darren Mayes  
SSG Mark Hadley  
SSG Kevin Dunn  
SSG Jorge Castano  
SSG Eric Shields  
SSG Gary Green  
SSG Aaron Clarke  
SGT Timothy Carpenter

SGT Vincent Jackson

### MIAMI

SGT Terrence Johnson

### MILWAUKEE

SSG Jeffery Sexton  
SSG Jeffrey Gurchinoff  
CPL James Buenger

### MINNEAPOLIS

SFC Leslie Lehmann  
SSG Michael Williams  
SSG Gerald Bebee  
SGT Marc Straub

### MONTGOMERY

SGT Leithan Schwartz  
SSG Michael Hendrickson  
SSG Christopher Rossignoll  
SGT Jackie Simmons

SGT Chad Conner  
SGT Thomas Stover

### NASHVILLE

SSG Trace Nadeau  
SSG Joel Flanagan  
SSG Ron Watson  
SSG Steven Thomas  
SSG Jeb Bishop

### NEW ENGLAND

SSG Thomas Reid  
SSG Jerald O'Neil

### NEW ORLEANS

SFC John Jackson  
SSG Keith Giles

SSG David Mantha  
SSG Robert Soden  
SGT Alvin Riggs  
SGT Zachary Balancier

### NEW YORK CITY

SSG Alberto Garcia  
SSG Timothy Bulmer  
SSG Otni Vargasbruno  
SSG Tomarvin Polite  
SGT Karim Lowers

### OKLAHOMA CITY

SGT Amanda Guardino  
SFC Patrick McGuire  
SSG Scott Burgamy  
SSG Larry Bartu  
SSG Eric Throckmorton  
SGT Barrett Taylor

### PHOENIX

SFC Bruce Cronin  
SFC Martin Lamey  
SFC Esther Bailey-Young  
SFC Darryle Bankhead  
SFC Thomas Richardson  
SSG Christopher Brown

SSG Humberto Pando  
SSG Matthew Michler  
SSG Michael Harvey  
SSG Jeffery Sandoval  
SSG Bryan Reynolds  
SSG Paul Lowe

SSG Luther Jones  
SGT Timothy Hopkins  
SGT Robert Loreda  
SGT Aaron Flinger

### PITTSBURGH

SGT Todd Schimp

SGT J.R. Stackhouse

### SACRAMENTO

SFC Leonard Bru  
SFC Michael Brandt  
SSG John Vega Jr.

SSG Rogelio Rodriguez  
SSG Brigitte Sedlock  
SSG Alexander Cancela  
SSG Vincent Ciano  
SSG John Hunn

SSG Tye Mitchem  
SSG Robert Campos  
SSG Alexander Thorpe  
SGT Michael Cookson

SGT Jeremy Saal  
SGT Derek Cano  
SGT James Hollinger  
SGT Jason Breen

SGT Ricardo Valenzuela

### SEATTLE

SGT Daniel Tardif

### ST. LOUIS

SSG Stephen Jolly  
SSG Bradley Young

### SYRACUSE

SFC William Neukirch  
SFC Vernon Potter  
SSG James Jenkins III  
SSG Lewis Duncan  
SSG Lee Moss

SSG Bradford Killebrew  
SSG Kevin Wingard  
SSG Raymond Kerr  
SSG Duncan Ratliff  
SSG Dennis Bulham  
SGT Benjamin Beebe

## Morrell Awards



RSM SEPTEMBER 2003

### 5TH AMEDD

SFC Audry Rolland

### ATLANTA

SFC Robert Thompson  
SFC David Parham

### BALTIMORE

SFC Randall Newsome  
SFC Foster Meadors  
SFC Tommie Herring  
SFC Wayne Jones  
SFC Valerie Dyer  
SFC Samuel Thomas  
SFC Rory Springs

### CHICAGO

SFC Marcelino Archie  
SSG Stephen Lowlor  
SSG Kenneth Thomas

### COLUMBIA

MSG Freida Israel

SFC Richard Rodriguez

### COLUMBUS

SSG Jerome Thibaut

### DALLAS

SFC David Holder  
SFC Andrea Deramus-Stout  
SFC Steven Stoiber

### DES MOINES

SSG James Miguez  
SFC Scott Swalla  
SFC John Riley

### GREAT LAKES

SFC Stacy Sherman  
SFC Bart Wernick

### HOUSTON

SFC Louis Benedict  
SFC Bernice Green

### INDIANAPOLIS

SFC Darius Wallace  
SFC Orlando Hollingshed  
SSG Jimmie Husselman

### JACKSON

MSG Douglas Dakin  
SFC Robert Lipker

### KANSAS CITY

MSG Raymond Adkins  
SFC David Streich  
SFC Mack McClendon

### LOS ANGELES

SFC George McCain  
SSG Jay Welliver  
SSG William Koonce  
SSG Richard Wallace  
SFC Andrew Angarita  
SFC Francis Donaldson Jr.  
SFC Joseph Paulino  
SSG Jody Colvin

### MONTGOMERY

SFC Kenneth Macon

### NEW ENGLAND

SFC Alejandro Tapiaastacio  
SFC Daniel Footer Jr.  
SFC Troy Hall  
SSG Rene Hutchins

### NEW ORLEANS

SSG Jarrod Heath  
SFC William Spence  
SFC Michael Christopher

### NEW YORK CITY

SSG Travis Jones

### OKLAHOMA CITY

SFC Antonio Correa  
SFC Stephen Badley  
SFC John Strand

### PHOENIX

SFC Todd Beesley  
SSG Robert Farrar  
SFC Alice Jackson  
SSG Anthony Riley

### PITTSBURGH

SFC Perry Miller

### SACRAMENTO

SFC Thomas Simpson Jr.  
**SALT LAKE CITY**

SFC Daniel Heindl  
SFC Nicholas Clauss

SFC Paul Arbuckle  
SSG Anthony Hill

### SEATTLE

SFC Jorge Camargo  
**SPECIAL FORCES**

SFC Marc Debeam

SFC Dexter Curry

SFC Stephen Szajkowski

### ST. LOUIS

1SG Aliston Wilson  
1SG Renee Dozier

SFC Edward Wolf  
SFC Albert Fagan

### TAMPA

SFC Christopher Kelly



# Recruiter Rings



**RSM SEPTEMBER 2003**

## **6TH AMEDD**

SFC Craig Smith

## **ALBANY**

SFC Rodney Hoerter

## **ATLANTA**

SFC Clarence Miller

SSG Charles Sellers

SSG Joseph Giordano

SSG Dane Clark

SGT David Smith

## **BALTIMORE**

SFC Sherlen Drake

SFC James Johnson

SFC Brian Ransom

SSG Michael Patterson

SSG Charles Borey

SSG Brent Reynolds

SSG Kurt Spies

SSG Roslyn Jones

SSG Richard Clark Jr.

SSG Kaskha Thompson

SSG Shawanna Carter

SSG Michael Stowell

SSG Eric McMillion

SGT Dana Bullard

SGT Willie Stewart

SGT Robert Penner

SGT Mark Lane

SGT Edward Goldman

SGT Michael Baker

SGT Carol Bankston

## **BECKLEY**

SFC Michael Mitchell

SFC Randy Gray

SFC Regan Ward

SFC Pierre Short

SFC Roderick Mack

SFC Jerry Roberts

SSG Tazwell Phoenix

SSG Anthony Foronda

SSG James Long

## **CHICAGO**

SFC David Wykes

SSG Carla Glover

SSG John Dunleavy

SSG Bianna Yeager

## **COLUMBIA**

SFC Kelly Greene

SFC Anthony Jernigan

SFC Fitimalo Siaosi-garrick

SSG Samuel Turner

SSG Derrick Holmes

## **COLUMBUS**

SFC Gerald Wyche

SSG Odale Sparkman

SSG Erik Kingus

SSG Bryant Gillespie

SSG Cory Thurman

SSG James Finfrock

## **DALLAS**

SFC Danny Sills

SFC Robert Valdez

SSG Aucensio Mata

SSG Gregory Fulkerson

SSG Steve Robitaille

SSG Corey Cato

## **DENVER**

SFC William Graham

SFC Patricia Bell

SSG Timothy Schwarten

SSG William Coleman

SSG John Wylie

SSG Mark Sly

SSG Robert Sauerwein

## **DES MOINES**

SSG David Wilson

SGT Antwan Holden

## **HOUSTON**

SFC Martin Velasquez

SFC Bart Wingo

SSG Isaias Teran

SSG Rodney Young

SSG Juan Vasquez

## **INDIANAPOLIS**

SSG Alonzo Sanders

## **JACKSONVILLE**

SSG Travis Lee

SSG Jennifer Edwards

SSG Antoinette Green

SSG Harry Rosado

SGT Henry Ayala

CPL Joseph Mandara

## **KANSAS CITY**

SSG Erik Kuerst

## **LOS ANGELES**

SFC Gloria Rascon

SFC Glen Johnson

SSG Kaseen Murray

SSG James Hughes

SSG Steven Davis

SSG Belinda Bradley

## **MILWAUKEE**

SSG Eric Brouse

SSG Robyn Collier

SSG Robert Strozewski

SSG Richard Gorman

SSG Thomas Voye

SSG Roger Cross

SGT Weston Irwin

## **MINNEAPOLIS**

SFC David Dunlap

SFC Myke Erdmann

SSG Stephen Stockert

## **MONTGOMERY**

SFC Jason Therkelsen

SSG Geneda Graddick

SSG Surrogate Dibble

SSG Charles Beasley

## **NEW ENGLAND**

SFC Ryan Razon

SFC Justine Beaulieu

SFC Simon Berrio

SSG Carl Curtis Jr.

SSG Garry Monroe

SSG David Ehrlich

SSG Marc Grandia

SSG Friedrich Blanke

SSG Nathan Aube

SSG Vincent Smith

SSG Paul Anglin

SSG Jason Luhrs

SSG Timothy Roth

SSG Johnathan Normand

SGT Steven Raposo

SGT Jeffrey McGlone

SGT Parker Simonds Jr.

## **NEW ORLEANS**

SFC Anthony Restivo

## **NEW YORK CITY**

SFC Rodney Griffin

## **PHOENIX**

SFC Carol Zeitvogel

SFC Russ Volker

SFC David Crawford

SSG James McCoy

SSG Morgan Campbell

SSG Hugoberto Barrera

SSG Antonio Hinojosa

SSG Tony Penaz

SSG Richard King

SSG Lisa Villarreal

SSG Steven Breitengross

## **PITTSBURGH**

SSG William Wasik

## **PORTLAND**

SFC Michael Teel

SFC Damian Dellabarba

SFC Christopher Allen

SFC John Samillano

SSG Jarinda Nettles

SSG Jason Lopez

SSG William Themar Jr.

SSG Ernest Babbs Jr.

SSG Mannie Malott

SSG James Perry

SSG Paul Bulathsinghala

SSG Kalani Kaneko

SSG Kenneth Reedze

SGT Jeffery Hoffer

## **RALEIGH**

SFC Norman Gentle

SFC James Brown

SFC Kevin Jetter

## **SACRAMENTO**

SFC Alvin Gage

SFC Kevin Mitchell

SSG Joseph Delatorre

SSG Richard Littlejohn

SSG Daniel Pratt

SSG Joseph Ybarra

SSG Stephen Geier

SSG Thomas Hornbrook

SGT William Hill III

## **SAN ANTONIO**

SSG Michael Jackson

SSG Steven Dulak

SSG Armando Prescott

## **SEATTLE**

SGT Jeffrey Hane

## **SPECIAL FORCES**

SFC Richard Odom

SSG Robert Piette

## **ST. LOUIS**

SFC Troy Crittendon

SFC Howard Coleman

SFC Juan Dozier

SFC Frank Marshall

SSG Christopher Hughes

SSG Tito Reed

SSG Mark Smith

SSG David Berchtold

SSG Darin McDugle

SSG James Maurer

## **SYRACUSE**

SFC Kenneth Ashlee

SFC Bill Orlando

SFC Samuel Watkins III

SSG Justin Blumenthal

SSG Ronald Bell

SSG Brian Mock

## **TAMPA**

SFC Necati Akpinar

SSG Stephen Wright

SSG Eric Richard

**1. What is first step in conducting a face-to-face performance review?**

- a. Inspect GOV
- b. Inspect station RPI rack
- c. Validate training
- d. Inspect recruiters' uniform and appearance

**2. What should be included in the yearly section of the planning guide?**

- a. Daily prospecting
- b. Long range plans
- c. MAP requirements
- d. Station commander DPR time

**3. What is the monthly section of the planning guide used for?**

- a. To record mid-range plans
- b. To record daily plans
- c. To update daily prospecting
- d. To validate high school presentations dates

**4. What appendix in USAREC Reg. 350-7 is Daily Performance Review found?**

- a. A
- b. H
- c. M
- d. D

**5. What appendix in USAREC Reg. 350-7 is Time Management found?**

- a. J
- b. P
- c. Q
- d. G

**6. When reporting information of potential intelligence value using S-A-L-U-T-E, what does the "S" stands for?**

- a. Size
- b. Simple
- c. Shoot
- e. Shovel

**7. There are \_\_\_\_\_mils in a circle.**

- a. 360
- b. 6,400
- c. 160
- d. 180

**8. When performing mouth-to-mouth resuscitation**

**you will open the airway using what method?**

- a. Head-tilt/chin-lift method
- b. Head-lift method
- c. Chin-lift/head up method
- d. Chin-down/head up method

**9. What is the second step while donning your M42 mask?**

- a. Stop breathing
- b. Close your eyes
- c. Open the mask carrier
- d. Put your chin in the chin pocket

**10. A USAREC Form 446, school folder, is to be initiated \_\_\_\_\_**

- a. Only on historically productive schools
- b. Only on schools that administer the ASVAB
- c. The day of the first school
- d. July 1 or the next available workday

**11. Who is authorized to do high school verification telephonically for DEP in?**

- a. Battalion operations NCO
- b. Guidance counselor
- c. Commissioned officer
- d. All of the above

**12. You may not operate a Government-owned vehicle or provided vehicle (including rental car) within eight hours of consuming alcohol.**

- a. True
- b. False

**13. What regulation covers Prohibited and Regulated activities?**

- a. USAREC Reg 600-25
- b. USAREC Pam 601-32
- c. USAREC Pam 600-25
- d. USAREC 601-56

**14. Recruiters will threaten, coerce, or intimidate any person for the purpose of inducing a member of the DEP to report to active duty.**

- a. True
- b. False

**15. Lottery pools and such gambling pools are authorized in your recruiting station.**

- a. True
- b. False

**The answers to this month's test can be found on the inside back cover.**



# Mission Box

## The Achievements of One that Contribute to the Success of the Team



### RSM September 2003

#### Top Regular Army Recruiter

SSG Steven Barnaby  
Baltimore

SFC Clarence Miller  
Atlanta

SSG Matthew Kunk  
Indianapolis

SSG David Curtin  
Dallas

SSG Derrek Curry  
Phoenix

#### Top Army Reserve Recruiter

SGT Constance Campbell  
New York City  
SFC Peter Palumb  
Syracuse

SFC Andre Jackson  
Columbia

SSG Kevin Smith  
Columbus

SFC Raleigh Betts  
Dallas

SGT Marcus Laird  
Salt Lake City

#### Top Limited-Production Station

Lynchburg  
Beckley  
SFC Darrin Murrell

Lumberton  
Raleigh  
SFC John Watkins

Dewitt  
Great Lakes  
SFC Derrick Gordon

North Des Moines  
Des Moines  
SSG Joseph Cloke

Decatur  
Salt Lake City  
SFC Jason Cole

#### Top On-Production Station

Leesburg  
Baltimore  
SFC Matthew Keller

Lebanon  
Nashville  
SFC David Martin

Dekalb  
Chicago  
SSG Kai Ruxlow

Woodlands  
Houston  
SFC John Farris

Issaquah  
Seattle  
SSG Jessica Hicks

#### Top Company

Frederick  
Baltimore

Fayetteville  
Raleigh

Lansing  
Great Lakes

Cape Girardeau  
St. Louis

Redlands  
Southern California

#### Top Battalion

Baltimore

Raleigh

None

Kansas City

Salt Lake City

#### Top Army Medical Department Detachment

Southeast

Carolina Team

Indianapolis

San Antonio

Rocky Mountain

#### Top Brigade

5th Brigade  
6th Brigade

### Answers to the Test

- d. USAREC Reg 350-7, Appendix M
- b. USAREC Reg 350-7, Appendix G
- a. USAREC Reg 350-7, Appendix G
- c. USAREC Reg 350-7, page 2
- d. USAREC Reg 350-7, page 2
- a. STP 21-24, SMCT, Oct 92, page 4-21
- b. STP 21-1-SMCT, Task 071-329-1003, Oct 94, page 46
- a. STP 21-1-SMCT, Task 081-831-1042, Oct 94, page 540
- b. STP 21-1-SMCT, Task 031-503-1028, Oct 94, page 441
- d. USAREC Reg 350-6, Appendix C, para C-3
- d. AR 601-210, Chap 2, para 2-7, a(1), changes
- a. USAREC Reg 600-25, Chap 2, para 2-4
- a. Recruiter Management Update
- b. USAREC Reg 600-25
- b. USAREC Reg 600-25, Chap 2, para 2-8

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## VETERANS DAY

November 11, 2003

